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PRINTERS' INK

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No. 6

How Has the Depression Affected Agency-Client Relations?

Ten Years of Emphasis on Unlimited Service Have Come Back to Haunt the Advertising Agency

The author of this article is an account executive of one of the largest advertising agencies. Inasmuch as he has boldly swept aside the curtain hiding certain of the more intimate phases of agency-client relations, the article obviously has to travel without a signature.

DURING the last two years, a great many business traditions have been knocked into a cocked hat. Prominent among those in the advertising profession has been the age-old practice of advertising agency men never to discuss their clients and their businesses, personalities, and foibles outside of their own agency organizations.

In fact, in the palmy period which Eddie Cantor reverently recalls as B. C. (Before the Crash), any inquiry made to an agency executive as to whether his relations with a particular client were profitable or not was regarded as an out and out breach of agency etiquette. The inquirer, if he happened to be a gentleman from a rival agency, was immediately stamped as a bounder, a leftover from the days when agency men were merely space brokers, interested only in commissions and not in servicing a client.

Anyway, the unfailing answer always was that "everything is going nicely, we're giving them plenty of service." Never an inkling about commissions or revenue. To bring up that subject was simply "not cricket."

Today, it is vastly different. For the first time in many moons, agency men are regarding their business in the same penetrating

light that has always been employed by architects, stock brokers, wholesalers, real estate agents, manufacturers' selling agents, food brokers and others whose livelihood depends upon commissions.

Agency executives are now fully aware that although service is a swell, high-sounding word, it's the commissions that pay the proverbial baker, butcher, and the candlestick maker. The men in the advertising agency trenches are strenuously fighting to keep their commissions from falling off, and zealously guarding their service costs. In these times of reduced expenditures, service costs can easily gobble up the once invincible 15 per cent, and quickly bring out the red ink brigade.

Nothing can dampen agency optimism and cheerio quicker than red ink.

Consequently, agency executives today, when they get together informally, do not hesitate to discuss frankly the hitherto tabooed client angle of their business. It's a good constructive sign for the agency business.

After all, agency men are in business to make money, and by exchanging their respective experiences with clients they can help one another materially. This is especially so right now, when there

are so many difficult service problems arising from reduced billings, and from a new advertising attitude on the part of clients in general.

Typical of this present-day frankness of agency men regarding client activities was a recent discussion by a group of executives representing a cross section of the national agency field. The occasion was a dinner, following a golf tournament. Curiously enough, the discussion was started by a remark which would never have been made at a gathering of agency men in the old days when billings were larger.

"I bet, Jephson," casually stated Huddleston, "that you are not making a dime out of your pet Zephyr account. They have cut out their magazine stuff and are running only a few local newspaper campaigns, yet I understand that you are still giving them daily contact, and handling, without charging copy fees, all of the dealer promotion work formerly done by their advertising department."

Jephson, unabashed by Huddleston's statement, agreed with his deduction that there would be no money in the Zephyr account this year, and, furthermore, volunteered the information that there would be probably none in 1932. He explained that he had no alternative, because if he did not render this apparent gratuitous service there were plenty of other first-class agencies that would.

"The Zephyr account," explained Jephson, "was always a fairly lucrative account. In the past, there has been substantial billing and we have made some good profits from it. However, for the last eight months we have been losing money in servicing it. We will continue to do so in spite of the fact that there is little hope of further commissions for the next eleven months. We cannot cut the daily service we gave them when the billing was large, because the Zephyr crowd regard that service as their due. And the reason they can exact this literally free service now is because every day they get solicitations from leading agencies which are willing to play along with them

until they are ready to start investing lucre in good white space!

"For us to demand a service fee for our present work would be our death knell so far as the Zephyr account is concerned. We are in a tough spot, and Zephyr knows it. You see, we have made quite a reputation in handling this account. So much so, that it can be regarded as a 'prestige' account for us. Now, if we were to insist upon Zephyr paying us a service fee for present services and lose the account, the effect would be bad upon our other accounts.

Making the Agency Like It Larger.

"No one would believe that we lost the Zephyr business because we insisted upon a service fee. The opinion would get around that Jephson, by losing the Zephyr business, was slipping. No agency today can afford to lay itself open to such a bad impression. Frankly I feel that Zephyr is taking advantage of ours and the agency situation in general, and making the most of it. And in these days they are not the only once-a-big-buyer-of-space advertiser who is cashing in on past spending power, and making the agency like it whether it wants to or not."

From the agency group's comments which followed Jephson's frank reply, this listener gathered that the Zephyr situation is a common one right now in the agency business. There are not a few former big advertisers resting upon their yesteryear buying-power laurels, and requiring their agents to continue to render the same complete service as when they were spending real money, and the agency was getting the benefit of large space commissions.

In fact, in many instances, agencies have found that where the commissions have fallen off, the service work has been increased. In their retrenchment, these once-large advertisers have cut down the personnel in their own advertising departments and passed on to the agencies the routine merchandising, dealer help, sales development work, all of which was formerly handled by the clients themselves. Of course, there are

start investigating space! service fee would be our Zephyr act. We are in a hurry knows it. made quite a thing this account for us to insist upon service fee for those the action be bad upon

Like it believe that we's because we're fee. The around that Zephyr business agency to itself open to all. Frankly I'm taking advantage of agency situation making these days they a big buyer who is cashing in power, and see it whether

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GUESS TOWELS



"HEY, Mom!" calls Roy English from the shower. "I've just lost another of your guess towels."

"My guest towels?" Mrs. English calls back from the bedroom, a little puzzled.

"No, your *guess* towels. I was just drying my ears with one of these Tom Thumb things—I guess it was a towel—and it slipped in beyond reach."

This is the well-known razzberry, which is a part of Roy's campaign for the bigger and thirstier Whoozis Bath Towels he has been urging.

Tomorrow morning he'll chuck his mother under the chin and say: "Sposin' I was the greatest Mom in the world, like you are, and you were my dutiful son. And sposin' you wanted some of those big, thirsty Whoozis Bath Towels in the

worst way. Well, if I was your Mom, I'd see that you got 'em!"

Soft soap? You said it! And no one knows how perfectly it works, interspersed with the razz, as Roy does.

If you want a spokesman in the family-buying councils, tell your story to the 700,000 readers of **THE AMERICAN BOY**. Nearly 80% of these fellows are of high-school age and over. Old enough to understand a man-sized sales argument, interested in it in a youthful way. Don't neglect this influential group. Reach them in the *one* magazine in which you can meet them man-to-boy. January forms close November 10th.

The YOUTH'S COMPANION Founded 1827
American Boy
Detroit Michigan

some commissions in this type of work, but they are in no way proportionate to the amount of agency work involved.

As a result of the assignment of these new duties by advertisers and the constant threat of losing the account, agencies as a whole have not been able to retrench their forces in the manner in which other business houses, working on a commission, have succeeded in doing. When business droops, brokerage houses, architect offices, selling representatives, and other commission organizations can automatically balance their forces to meet the new conditions, and can, therefore, do a minimum of business with a skeleton force. There are no squawks from their customers because the service which they get frankly depends upon the amount of business which they do with these commission organizations. There exists a tacit understanding with the customer that the house is interested in his business in direct ratio to the amount of commission money which they make out of it.

If his account becomes inactive, the customer does not expect the brokerage house, the architect office, or selling agents to keep intact the same large service group until his account becomes active again.

If he does, and threatens to take away his business to any other house, he will soon find that nobody else is interested unless he is ready to do actual, worth-while business with them. And the new house won't increase its service force either to accommodate him until he gives it concrete evidence that it is going to make some real commission money out of him.

Call this a hard-boiled attitude if you will, but right now these types of commission houses, because of their fundamental understanding with their accounts, are in a sounder operating position than the advertising agencies.

In an advertising agency, so long as the account is in the shop, regardless of how much it is spending, the client expects the agency to maintain the same complete, individual service. Even when there is a let-up in his expenditures, the

advertiser will not tolerate a let-up in service on the part of the agency personnel. If his account when active warrants the service of the topnotch, high-salaried men of the agency, it's hard to convince an advertiser that the services of these executives can be dispensed with when the billings fall off. He invariably expects them to continue even when his current expenditures will not justify their salaries.

If the agency, in these periods of economical operation, drafts these topnotchers from inactive accounts, and uses them on accounts where there is an opportunity for them to earn their salaries, the agency does so at its own peril, and runs a good chance of losing the account. The client, in spite of the fact that he is not spending any money, feels slighted, and refuses to accept the smaller salaried man assigned to his account.

Oddly, Jephson, Huddleson, and other agency executives who composed the golf tournament dinner group, unanimously agreed that the client is perfectly within his rights in demanding the best talent in the agency and in making full use of its complete facilities in these times when his account is not really active. Why agencies are now "taking it on the chin," so far as profitable operation is concerned, these representative agency men agreed is nobody's fault but their own.

Service Has Been Overstressed

"For years," observed Huddleson, "agencies have been selling clients and prospects 'service' with a capital 'S.' They have stressed it in every solicitation. In their whole-hearted effort completely to impress clients and prospective clients of their tremendous interest in service, the agencies have neglected to sell them the idea that they were equally interested in compensation. Of course, in the last decade when appropriations soared, thereby guaranteeing the agency sufficient income, there was no great need unduly to impress upon the client the compensation angle.

"Most agency men are pretty good salesmen, hence after ten years of consistent selling of ser-

(Continued on page 110)

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**Buying Power
Yardsticks No. 15**



WISCONSIN Near Top in Buying Power

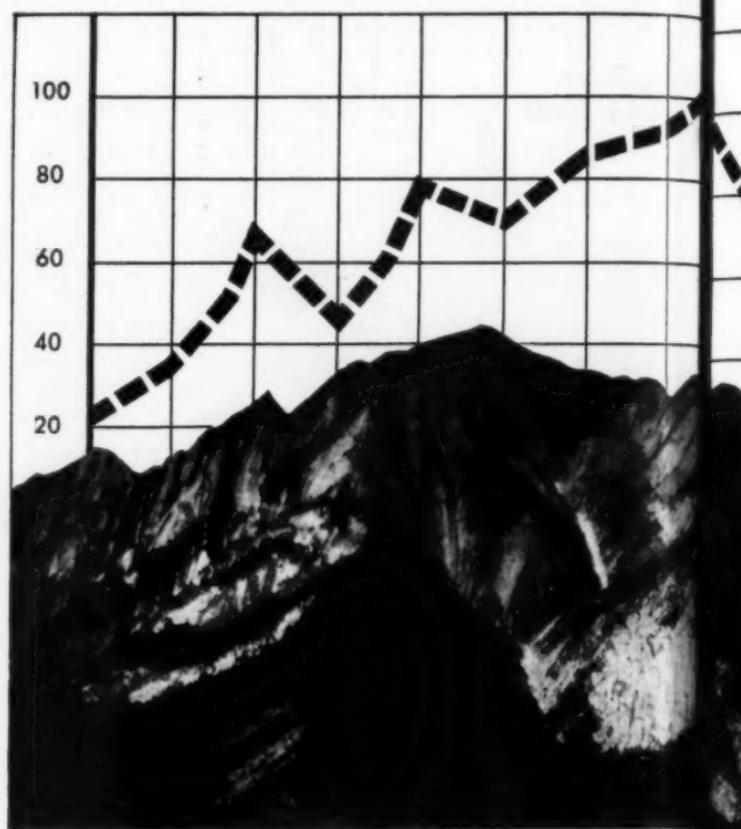
Here's how Wisconsin ranks among the forty-eight states in buying power factors—

Population (1930 Census)	13th
Retail Sales Volume (1930 Census)	11th
Home Ownership (1920 Census)	1st
Radio Ownership (1930 Census)	2nd
Federal Income Tax Total (Income Tax Bureau)	9th
Bank Deposits (Comptroller of Currency)	10th
Building and Loan Assets (League of B. & L. Assoc.)	9th
Manufactured Products (Census of Mfg.—1927)	10th
Agricultural Products (Bureau of Ag. Economics)	10th
Surfaced Road Mileage (U. S. Bureau of Public Roads)	5th

In each of the above indices of buying power, Wisconsin ranks above average. Consider, then, the buying ability in the Milwaukee 50-mile area wherein 46% of Wisconsin's total wealth is concentrated in 11% of the state's total area. And one paper—The Journal—is all you need to sell the Milwaukee-Wisconsin market thoroughly.

THE MILWAUKEE JOURNAL
First by Merit

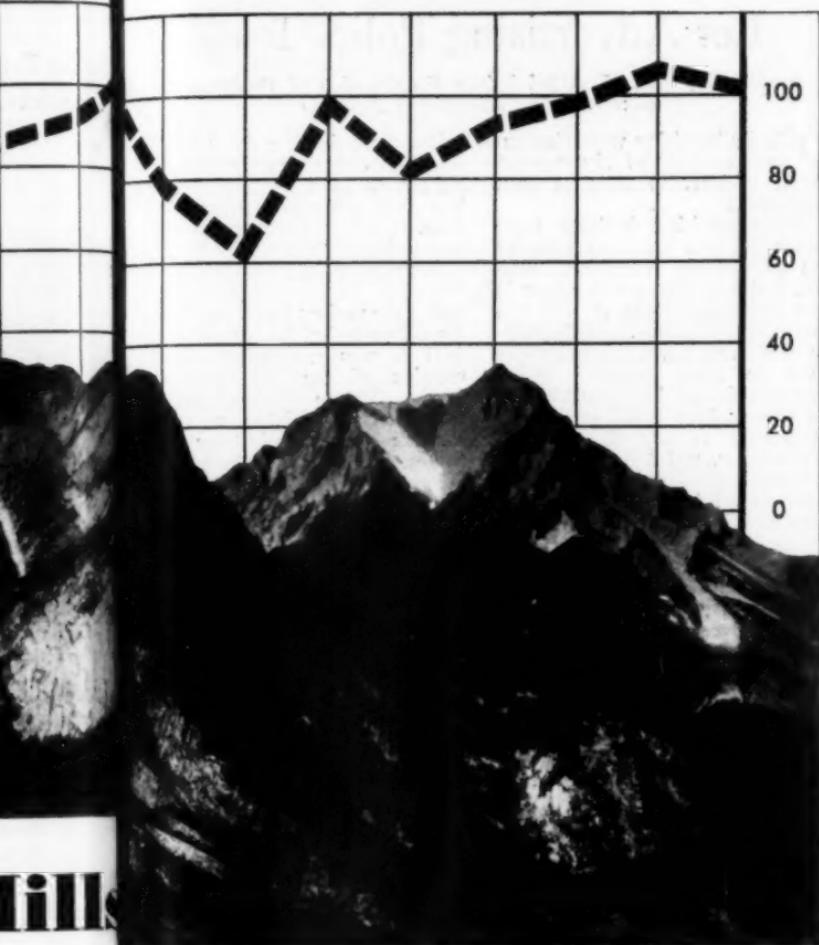
Thorough Trading Area Coverage at One Advertising Cost



"Them Thar Hills"

In every square mile of territory there exists, di
any given moment, a definite measurable market di
for every product that is grown or made. now

The McCann Index of Buying Power is a scientifically conceived, and practically tested method de
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digging for sales, it is important to know how
dig—of course. But it is also important to
know where to dig, and how deep it pays to go.



McCann-Erickson, Advertising

• New York • Chicago • Cleveland • Denver • San Francisco • Seattle • Los Angeles
• Toronto • Montreal • Vancouver • Winnipeg • London • Paris • Frankfort, o. M.

Let Advertising Police Itself

Speech of Joseph H. Appel Brings Up Question of Government
Interference in Advertising Practices

DOES advertising want Government censorship? If not, what has it to offer in place of such censorship?

The advertising business must face these two questions squarely and without the temporizing evasion that has been too common in past considerations of the ills and abuses that threaten the believability of advertising. New point was given to these questions by a speech delivered last week before the Advertising Council of Chicago by Joseph H. Appel, of John Wanamaker, and treasurer of the Advertising Federation of America.

Mr. Appel described some of the more serious abuses of advertising and made certain recommendations for their cure. The meat of his recommendations may be found in the following proposals:

That advertising be recognized as an industry in itself and that a representative group of the advertising industry ask the Federal Trade Commission to call a trade conference on advertising and selling to formulate a code of standards and practices and to devise a method of enforcement.

That this conference shall proceed, under precedents established at other trade conferences, to formulate a code of trade practices of advertising and selling, and in its observance use the machinery, and improve it, already existing in the Better Business Bureaus and organized advertising, reaching nearly all the advertising clubs and representing all branches of advertising.

Is advertising as an industry willing to take Mr. Appel's recommendations? Will a trade practice conference, under the auspices of the Federal Trade Commission, solve the many problems that are now vexing advertisers?

With all due respect to Mr. Appel and to the Federal Trade Commission, PRINTERS' INK cannot answer "Yes" to that second question.

We recognize the force of Mr. Appel's attack on current advertising abuses and agree heartily with him that something needs to be done. However, we differ with him concerning the method of doing it.

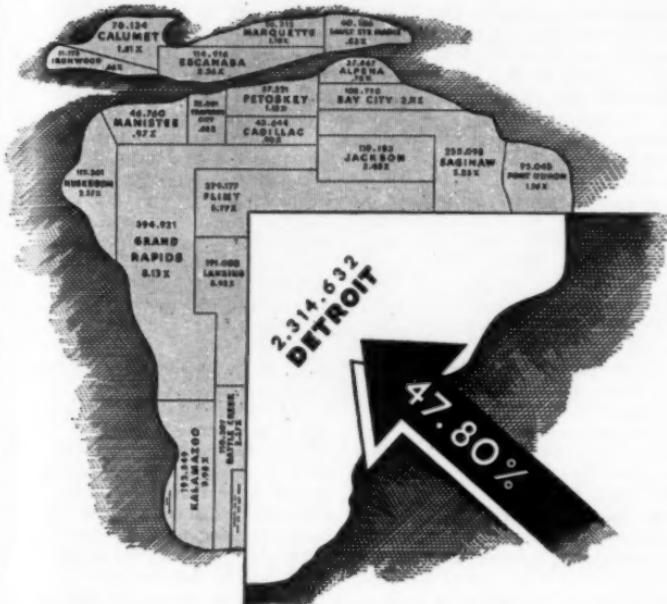
For more than a quarter century PRINTERS' INK has watched with alarm the various manifestations of the evils attacked by Mr. Appel. In 1911 it was responsible for the creation of the PRINTERS' INK Model Statute directed against fraudulent advertising, a statute that is now in force in twenty-four States. It originated the plan for the creation of the National Vigilance Committee, which later grew into the National Better Business Bureau.

It has encouraged the formation of the various associations of advertisers, publishers and advertising agents and has commented frequently and approvingly on their efforts to clean up advertising.

In 1928 PRINTERS' INK made a special investigation of advertising ills and abuses and attacked them as super-advertising, pointing out that they grow out of super-salesmanship. The tainted testimonial, the flagrant and meaningless superlative, pseudo-science, unfairly competitive copy, exaggerated claims, misleading and lying illustrations; all of these we have attacked often.

That is why we read with so much sympathy Mr. Appel's sincere effort to find a solution. Our experience, however, leads us to believe that the way out lies not through the portals of the Federal Trade Commission.

We recognize fully the splendid work done by the Federal Trade Commission since its trade practice conference with the publishers in 1928. However, we are also cognizant of certain court decisions that have told the Commission in plain words that it has stepped beyond the bounds of the intent of the act which gave it being. We recognize also that Government



WHERE Is Michigan?

TO THE MAN with something to sell, the State of Michigan is not simply a political division within a boundary line marked upon a map. *It is a territory where people with buying power dwell!* . . . Approximately 4,845,000 people live within the boundaries of Michigan. These people, grouped into 1,184,000 families, constitute the living state of Michigan. Where can these people be found? . . . Almost half of them, 47.8%, almost half the entire population of the state, actually about 2,300,000 in number, live in the Detroit trading area! . . . 1,700,000 within the city's limits! . . . A careful, independent analysis of the circulation of *The Detroit News* demonstrates that this one paper reaches 77% of the homes with incomes above \$3,000 in Detroit. With the largest circulation in Detroit, more than three-fourths of it is actually delivered by hand into Detroit homes! . . . If you want to sell anything in Michigan, advertising in *The Detroit News* will provide you with the most powerful and immediate approach to the buying power of this state.

The Detroit News

New York Office
I. A. KLEIN, INC.

THE HOME NEWSPAPER

Chicago Office
J. E. LUTZ

Member of Major Market Newspapers, Inc.

commissions eventually try to extend their powers beyond the limits assigned to them by law or by business agreement. We are familiar with the various trade practice conferences held under the auspices of the Federal Trade Commission and know how successful and also how unsuccessful these have been. Furthermore, a close study of the history of the Commission in its relation to corporations shows how far short it has fallen of bringing about true reform of corporate abuses.

We still believe, in spite of numerous statements to the contrary by Commissioner Humphrey, that any form of supervision by the Commission eventually will mean Government censorship.

In 1929, commenting upon a bill presented by Senator Smoot at a time when the sugar interests, angered at the American Tobacco Company, were trying to get a censorship of tobacco advertising claims included in the Food and Drugs Act, PRINTERS' INK said:

A Government censorship of advertising would be a calamity. It would reduce the writing of advertising to a level now enjoyed only by publicists in such countries as Russia and Italy where the Government dictates what shall be said and anything that goes against the whims of the powers that be is thrown into the discard. . . . Advertising men should take cognizance of the Smoot legislation and, being fully aware of its implications, should determine on a line of action which will combat this effort to set up Government censorship of advertising.

Since Senator Smoot's attempt, which failed, Senator Copeland of New York has introduced a bill to give the Government censorship powers over the advertising of all products of even a remotely remedial nature.

There is no use blinking the fact that today in many quarters tricks and ingenuity have taken the place of sound thinking and keen business sense. The credibility of advertising is under attack by advertisers themselves—and without credibility advertising has nothing left.

"There will be no public crusade against advertising," said Mr. Appel in his speech. "But the steady

falling off in consumer response will be an evidence of public opinion privately expressed through individual action."

By all means let representatives of important organizations interested in advertising get together. Let them discuss tainted advertising with the utmost frankness. Let them attempt to create a workable code of ethics. Above all let them crystallize among advertising men such a hatred of shady, unethical practices that those advertisers who engage in such practice will feel the force of this hatred.

In PRINTERS' INK MONTHLY, July, 1929, appeared the following statement:

"If the history of advertising reform has proved anything it has proved this: that all worth-while ethical reforms have come from within advertising, and have been conceived, fostered and put through by advertising men. If further reform is to come, it must come from within that business."

We see no reason to change any word of that statement. We may be unduly optimistic, but we believe that advertising is capable of policing itself without Governmental interference. There can be no doubt, however, that vigorous policing is needed today.

L. H. Hartman Heads Own Agency

L. H. Hartman, Inc., is the name of a new advertising agency business which has been organized at New York, with offices at 444 Madison Avenue, by L. H. Hartman. For nine years he was vice-president and a partner in Lord & Thomas and Logan, Inc., from which position he resigned last July.

Hygrade Lamp Goes to Cecil, Warwick & Cecil

The advertising of the Hygrade Lamp Division of the Hygrade-Sylvania Corporation, Salem, Mass., has been placed with Cecil, Warwick & Cecil, Inc., New York advertising agency. This appointment is effective December 1.

Pompeian Account to Ayer

The advertising account of The Pompeian Company, Inc., Elmira, N. Y., Pompeian toilet articles, has been placed with N. W. Ayer & Son, Inc.

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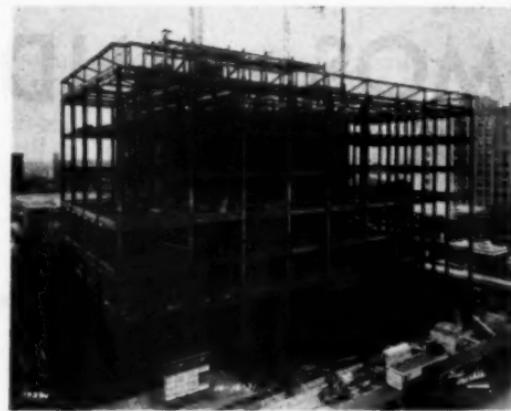
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Steelwork for new Indiana Bell Telephone Company Building

INDIANAPOLIS was 7th among the cities . . . and Indiana 6th among the states . . . in volume of building permits issued in the United States in September this year. Indianapolis volume was three times that of last September . . . and \$500,000 greater than that of September, 1929.

S. W. Straus & Co., Monthly Report.

Where there's building activity, there's buying activity.



*Member Major Market Newspapers, Inc.
The 100,000 Group of American Cities*

THE

INDIANAPOLIS NEWS

1st in Indianapolis for 36 consecutive years

New York: DAN A. CARROLL
110 East 42nd Street

Chicago: J. E. LUTZ
Lake Michigan Bldg.

AMOS 'n' ANDY

come on...

at NIGHT



HAVE you ever noticed that practically every important speech of any statesman, candidate or of anybody else who ever wants to get anything *VITAL* across to the American people—comes on the air *AT NIGHT*.

Wherewould "Amos 'n' Andy" be if you got them around breakfast or while Commuting America is hanging on to the strap, or lathering its beard, or making its beds, or squirtting grapefruit—or perhaps

downtown buying "what it saw advertised" in last night's paper?

One thing is sure—they certainly wouldn't be the famous "Amos 'n' Andy" of today—"the air's most popular pair"—they'd be just a couple of other fellows—unsung, unnoticed and *unknown*. Radio hasn't uncovered anything new. This *HOMECOMING* at *NIGHTFALL* habit or instinct or whatever you care to call it, is as old as hungry stomachs and as hungry hearts—as old as Eden or bird nests.

Radio can't buck it. Newspapers can't buck it. Radio is offering its morning time before nine o'clock A.M. for *ONE-THIRD THE PRICE* of its

THE CHICAGO

THE QUALITY QUANTITY CONCE

NATIONAL ADVERTISING REPRESENTATIVE

Copyright 1931, The Chicago Daily News

CHICAGO
Palmolive Bldg.

PHILADELPHIA
Record Bldg.

Detroit
Jesse F. Spencer,
Conger,

250 Park

George A.

YORK

FRANCIS

Conger,

night time—and its day time at **ONE-HALF THE PRICE.**

Ask either of the big chains and they will tell you that their evening time is always pretty well booked *in advance* "but—we can arrange to put you on in the morning."

And still "Amos 'n' Andy" come on regularly **AT NIGHT.**

—Now the same people who dial radios read newspapers—the radio audience and the newspaper audience are exactly the same people.

In the morning—you catch them on the run—and they're in no mood to listen. But at night?—That's quite different!

* * *

Hence

—there are vastly more evening newspapers than morning newspapers

—evening newspapers in Chicago carry more editorial content—bigger meals to hungrier appetites—**MORE MEAT!**

—they are read more greedily by vastly more people.

—and, what is very important to the advertisers, the evening meal **LASTS LONGER** — the

whole family lingers longer.

Unlike radio, newspapers charge no more for their evening time than they do for their morning time—in spite of the fact that on a basis of the size and "receptivity" of the audience it is *admittedly* worth three times as much. That's a break for the **ADVERTISER.**

And he's quick to take advantage of it!

Compare the lineage carried in evening as against morning papers—particularly in the Chicago area where the dominance of The Chicago Daily News is little short of spectacular.

In advertising, too—"Amos 'n' Andy" come on **AT NIGHT.**

That is Why

The merchants of Chicago, in 1930, made the following investment per reader in the advertising columns of Chicago's daily papers:
 —\$13.79 in THE CHICAGO DAILY NEWS (Eve)
 — 7.99 in the American (Eve)
 — 7.16 in the Tribune (Morn)
 — 3.03 in the Herald and Examiner (Morn)

DEPARTMENT STORE ADVERTISING—The Chicago Daily News carried more than the two morning papers combined.

TOTAL GROCERY ADVERTISING—The Chicago Daily News carried more than any paper in the world.
 —Authority: Media Records, Inc.

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DAILY NEWS

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250 Park
DETROIT
F. Spencer,
FRANCISCO
Conger, Mgr.

ORGE A. McDEVITT CO.

YORK

NEW YORK
R. S. Farley, Mgr.

CHICAGO
F. P. McFadden, Mgr.

Financial Advertising Offices:

Nov. 5, 1931

IS THIS ALWAYS TRUE IN YOUR CITY?

Plenty to Eat and Happy

"I want to show you my cellar," he said. And down we went. Along the sides of the storm cave were shelves from floor to ceiling and every foot of shelf space was filled with food. Tin cans, glass jars and bottles of many kinds were filled with fruits, vegetables, pickles and preserves.

Enough food to last for a year and a half, maybe two years.

"And now I want to show you my meat hogs." And he did. Five shoats which come Christmas will make a year's supply of meat.

"And look at the feed I've got." I looked. A big bin of oats, hay, bundle feed, some wheat and corn yet to gather. More than a year's supply.

"See those cows. Making all the milk we can use and bringing in a fat check of \$5 a week. The pullets, 80 of them, already laying."

"The pride he showed his food and feed.

"...happiness for himself and family
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This editorial, from the November 1st issue of *The Oklahoma Farmer-Stockman*, is another evidence of the optimism and independence that make the rural Southwest a fine market to cultivate.

You can reach and magnetize it for bigger sales of your product through advertising in *The Oklahoma Farmer-Stockman*. Its A. B. C. circulation is 205,023.

**THE OKLAHOMA
FARMER-STOCKMAN**
OKLAHOMA CITY OKLAHOMA



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Five Main Sources of Strength for the Chain Store

Trends Denoting Future Growth, Based on Past Experiences, as Seen
by Kroger Official

By Alvin E. Dodd

Vice-President, Kroger Grocery & Baking Co.

WHAT is the future of the chain method of distribution? Has it shot its bolt? Or is it merely on the verge of a greater expansion than any of us today anticipate? Without attempting to prophesy, it is nevertheless possible to see certain definite trends which are quite pronounced at the present time.

The first and clearest of these trends is that the chain store is becoming a more social institution than in the past. Part of this "socializing" process is the closer relation of the chain system to the communities in which it is represented—brought about both by personalizing central management and by training managers and store personnel to discharge unquestioned community obligations. But, even more than this, I think, it is the creation of new and fresh appeals to consumers through original and interesting store units.

Certainly the dominant method in the retail distribution of the future will be that which has the highest joint percentage on both economic and social grounds, and any chain that can add social distinction without sacrificing economic advantage, is getting itself into a decidedly strong position.

Incidentally, this is one powerful influence toward the creation of large chain units. A store unit that is large enough to have a goodly number of people within its walls at almost any given time, has that first very powerful social advantage—a crowd.

A small unit must be dependent almost entirely upon convenience—and, of course, for certain classes of merchandise that appeal is *fully enough*—but, for other classes of goods and stores, the people, and plenty of them, are needed. Call it the "gregarious instinct" or any other name you please. It exists—and is a part of retailing, now and forever.

The Woolworth store and the chain drug store are more than mere economic developments—they are typical social institutions in the life of this country.

The second trend to be clearly seen is the more scientific location of store units. Ordinarily, anyone might suppose that the chain store,



Blank & Stoller

Alvin E. Dodd

with its well-known traffic counts and close study of customer habits, had said almost the last word in locating stores.

I am not referring, however, to the 100 per cent, 90 per cent, or 75 per cent locations—this corner or that corner—this or that street. I mean store location in relation to the actual buying power of a group of people in a certain area as modified by their habits and income as well as by competitive factors of all kinds.

You might call this a trend toward the closer adjustment of chain units to the consuming areas which they serve.

How many people can be served in a certain location? How far will people come for the various classes of merchandise that will or may be offered to them through this outlet? How many? And how much will they buy? How many other stores are endeavoring to serve people in this same territory, and how will they affect this proposed unit? And so forth.

This charting of consumption will come to be less and less a matter of guess, and more and more a matter of knowledge. A chain with many different store units located in many different sorts of territories, possesses an almost unequaled laboratory for practical testing. In fact, the use of its various units for purposes of testing merchandise lines and customer reactions to them, is one of the greatest potential assets of chain management.

Our third trend might be called "perfecting the technique of organization"—meaning by that the organization of men and methods into a permanently satisfactory profit-making machine.

In the chain's rush of expansion, the supposedly irresistible Jumbo of the Jungle, stampeding and overcoming all obstacles in its path, has too frequently slowed down to a point where the animal seems indeed to resemble a white elephant somewhat more than a juggernaut.

The bad examples that would be cited are, it seems to me, a passing phase in the growth of the chains. Right now, there is developing within the ranks of chain organ-

izations a new type of man-power which will be fully competent to guide the central merchandising policies of even larger organizations than we have at present.

In perfecting a new type of "organization technique," the chains already have many models to guide them—such as the Penney plan, the Grant plan, the Woolworth plan. But, although these methods may be splendid in themselves, we soon discover that none of them can be transplanted *in toto*. Every chain has its own individual characteristics which demand individual treatment.

Importance of Personnel

The end and object of every "organization" scheme for a chain-store system must be an improved personnel—manager and staff—in each individual unit. This obvious truth has been emphasized so often that, through sheer familiarity, we are likely to overlook its tremendous importance. Every one knows that, past a certain point, there is very little to distinguish the units of certain chains—with the exception of store atmosphere and treatment by personnel.

For example, ask a group of housewives in a neighborhood why they patronize the different stores. You will find that practically every one of them has a decided preference for one particular chain and the reason in far more than one-half of all cases is simply personnel. "I like the manager" or "They have intelligent clerks" or "I don't like that manager, and never go there," etc.

This, of course, is stating the problem in its simplest form. But it is an overwhelming fact that you can nearly always judge the strength of any organization by the man or woman who is on the firing line at the farthest outpost. As M. H. Karker, president of the Jewel Tea Company, said recently: "The man on the wagon is the Jewel Tea Co., as far as the public is concerned. If he has a dirty collar, then the Jewel Tea Co. has a dirty collar."

The fourth trend is really a combination of two trends, or a

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battle between them—diversification and specialization.

A few years ago, the prediction was freely made that existing chains would widen their scope, increasing the number of merchandise lines carried—and that new chains would be more nearly department store chains than ever before.

These predictions have been fully borne out. We have had a steady growth of department store chains, and we have had the almost hectic diversification of the chain drug and variety store—with no end in sight at present.

For example, some of the chain drug stores have carried diversification almost to the ultimate, selling products as diverse as radio sets and laundry soap. They sell house paint, complete golf sets, hosiery. They compete with practically every known type of retail outlet in the cities where they establish stores.

The general trend toward a perhaps saner type of diversification is shown clearly by some of the large chain food stores. Not only do these stores carry almost everything in raw and prepared food, they also serve meals and are equipped with soda fountains. The food department store is here.

But the idea that is diametrically opposed to this—specialization, concentration on a single line—has not died without a struggle. Actually, it seems to have gone farther and farther in the other direction.

The fifth trend is one of great significance for American business, namely, the growing co-ordination of consumption and production through the medium of the chain.

Already, there are notable examples of the sort of machinery which can be and is being established to link the first expressions of consumer preferences and the producing industries that must meet those preferences.

The efficient chain—with units correctly and logically set up in relation to definite consuming areas—provides a close and careful check on consumption which is, and will prove to be more and more, invaluable to the manufac-

turing industries of this country.

It is important to notice that this check on consumption becomes more valuable as the size and scope of the chain increases—as its total sales begin to reflect a more and more inclusive set of "averages." When such a chain is alert in studying consumers and their needs in many different areas, it provides a magnificent cross-section of consumption. It provides a broad guide of what the people want—and a guide which can be utilized most profitably by the manufacturer.

The success of some of the specialized chains is based very largely upon the close relationship existing between production units and distributing units.

For example, a very successful men's clothing chain has its own factories and produces all of the goods it sells. Not only does the distributing organization endeavor to meet the needs of its customers precisely—the producing organization is geared up to produce only what those customers want.

Avoiding Dead Inventory

Where such a close relationship between producers and distributors exists, there is a constant effort to avoid dead inventory in the factories supplying the stores as well as in the stores themselves.

The chains have discovered that co-operation with the manufacturer in anticipating consumer preference pays satisfactory dividends. They realize that when, through prompt transmission of information on demand, the manufacturer is enabled to reduce his inventory of unwanted merchandise, and to eliminate the cost of producing, carrying, and disposing of that merchandise (costs which must be assessed against whatever merchandise is sold), then the chain itself is reducing the price of its own goods and consequently the amount of selling expense which must be incurred in moving them into the hands of consumers.

The only logical end and conclusion of the great American movement to reduce the retail buyer's mistakes, therefore, is reducing the

manufacturer's mistakes as well. If reducing the buyers' mistakes pays, reducing the manufacturers' mistakes will pay also.

I do not expect any immediate widespread movement to merge producers and distributors. But I do expect that distributors—particularly chain distributors—will make more and more earnest efforts to co-operate with their sources of supply.

They *need* strong sources of supply, they need sources that can supply them with a regular, dependable flow of merchandise in the quantities wanted at the time wanted.

To secure such a flow, a chain must co-operate by supplying its sources with specific, definite information on the characteristics and quality of the merchandise that is to be produced. Unless the manufacturer can produce the wanted quantities also in the wanted characteristics, he cannot operate with maximum economy and profit either for himself or for those distributors whom he supplies with his goods.

If the masters of production can be allowed to concentrate largely upon ways and means for adjusting production rapidly to the demands of the consumer—as transmitted to them by alert and co-operating distributors—we shall go far toward avoiding the periodic and ruinous wastes of over-production and misjudged demand.

Ten years ago, when the chains were expanding by leaps and bounds—so rapidly that a great many "prophets" were predicting that they would soon absorb 99 per cent of retailing in some fields—I was a rank conservative.

And today, when some people are writing and publishing the other kind of talk, I prefer still to be conservative.

Because, in 1931, I am much more confident of the chains' future than I was in 1921. I am confident of their commanding position and growing dominance in retail distribution, and of their inevitable influence upon merchandising whether it be in the fields of distribution or of production.

M. P. Linn Is Back in St. Louis

M. Palmer Linn has moved his headquarters from the New York office to the St. Louis office of The Beckwith Special Agency, Inc., where he will continue to function as general manager of the Beckwith organization. This change brings Mr. Linn back to his old stamping ground, St. Louis, where he was for more than thirty years general manager of the St. Louis *Republic*. When that paper was taken over by the St. Louis *Globe-Democrat*, about ten years ago, Mr. Linn joined the Beckwith agency.

"Progressive Farmer" to Establish Own Branch Offices

Effective January 1, 1932, *The Progressive Farmer and Southern Ruralist*, Birmingham, Ala., will establish its own Eastern and Western offices. Wallace C. Richardson will be in charge of the Eastern office at 259 Park Avenue. Paul Huey will be in charge of the Western office in the Daily News Building.

Fowler Dugger, advertising manager, will transfer his office from Birmingham to New York. Bruce Hall will become assistant advertising manager and will be located at Birmingham.

Guy Lemmon with Benton & Bowles

Guy Lemmon, recently vice-president and general manager of Helena Rubenstein, Inc., New York, has joined the staff of Benton & Bowles, advertising agency of that city. He was at one time vice-president of the Homer McKee Company, Indianapolis advertising agency, and, later, was with the Hassler Shock Absorber Company, as vice-president and sales manager and, later, as president.

Ice Cream Equipment to Churchill-Hall

The Wisner Manufacturing Company, New York, manufacturer of dairy and ice cream equipment and distributor of Kold-Kan refrigeration, has appointed Churchill-Hall, Inc., advertising agency of that city, to direct its advertising account.

Arrow Account to Young & Rubicam

Young & Rubicam, Inc., has been appointed to direct the advertising account of Cluett, Peabody & Company, Inc., New York, maker of Arrow collars, shirts and other products.

Appoints Hirshon-Garfield

Franc-Strohmenger & Cowan, Inc., New York, manufacturer of Resilio cravats, has appointed Hirshon-Garfield, Inc., advertising agency of that city, to direct its advertising account.

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This 4 Color Ad



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The ad on the left, appearing in 2 colors in *LIBERTY*, was read by more people than the ad on the right in 4 colors in *Weekly A* . . . but the *Liberty* ad cost 47% less!

If you saw these ads when they ran, you noticed only two differences:

1. Ad A ran in two colors—Ad B ran in four.
2. Ad A ran in *LIBERTY* (with its smaller-size page)—Ad B ran in *Weekly A*, with its larger "conventional" page size.

But if you could have been in homes where these ads had a chance to do their work, you would have found two more differences:

1. Ad A was seen by as many people per 1,000 circulation—and read by more . . .
2. And Ad A did its job at a cost of 47% less — on the bread-and-butter basis of readers actually reached!

Now those are strong statements. They call for proof. So go back with us to the beginning and get the whole story.

A Modern Publishing Formula

LIBERTY, as you know, was planned to be an advertising medium.

1. Planned around newsy, concise, swift-moving stories and features by artists and writers close to the pulse of our changing times.
2. Given whole family appeal, in recognition of women's interest in things outside the

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kitchen, and to provide men and women readership at the cost of one advertisement.

3. Laid out with every editorial feature complete—no buried run-overs—to put every advertisement next to reading matter.
4. Made compact in size, easy to handle and easy to see.
5. Built for 99% single-copy circulation, bought only when wanted.

When *LIBERTY'S* new owners took charge last April, they sought a way to prove that these ideas had worked. They called on Dr. George Gallup, professor of Advertising and Journalism at Northwestern University. They invited the A.N.A. to act as referee.

Dr. Gallup suggested this plan: Investigators would visit six cities: Philadelphia, Pa.; Springfield, Mass.; Greensboro, N. C.; Columbus, Ohio; Topeka, Kansas, and Sioux Falls, S. D.

They would carry current copies of the four leading mass magazines.

They would push doorbells—15,000 of them.

And wherever they found a current copy of any one of these four publications—they would leaf through it, page by page, and check off what had been seen, and what had been read, both editorial and advertising matter.

Some Surprising Figures

They found, all told, over 3,000 homes where there were current copies of one or more of the four mass weeklies.

And after talks with members of those households they discovered this fact:

On the basis of equal circulation units—say 1,000 copies—the average page ad in *LIBERTY* is remembered as having been seen by

73% more women and 32% more men than the average page in Magazine A

33% more women and 15% more men than the average page in Magazine B

153% more women and 85% more men than the average page in Magazine C

But that is not all. *LIBERTY'S* page costs—like commodity prices in general

but unlike most advertising rates—have dropped 35% in the past 4 years. So in terms of persons seeing your advertisement (which is what you buy space to accomplish) every dollar you invest in *LIBERTY* at page rates buys the attention of:

168% more women and 107% more men than it does in Magazine A

77% more women and 54% more men than it does in Magazine B

188% more women and 109% more men than it does in Magazine C

What the Gallup Tests Prove

Now, with prices for your product falling, as well as unit sales . . .

With advertising appropriations coming out of profit margins, if they come at all . . .

With salesmen and dealers taking their cues from your courage and aggressiveness in keeping up your advertising . . .

It is important not merely to advertise, but to advertise efficiently!

It's important, not only to have good copy, but to put it where it has the best chance of working.

Dr. Gallup's work is proof that *LIBERTY* makes your advertising dollar reach 54% to 188% more people.

It's proof that your space buyer has something to say about the effectiveness of your advertising, as well as your copywriter.

And it proves—in passing—just how far-sighted Coca-Cola was when it put *LIBERTY* on its list eight years ago—and kept it there.

Write for the Gallup Report

We have the complete story of Dr. Gallup's survey—a far more complete story than we can give here—ready to put before you.

It presents, for the first time, facts on reader interest in terms of what was actually seen and what was actually read. It has been broken down to give you the answer to almost any sort of a question you may have to ask about it. A copy will be delivered promptly by a *LIBERTY* representative to executives of advertisers and advertising agents. *LIBERTY*, 420 Lexington Ave., New York City.

AMERICA'S Best Read Weekly

WERE you to check up on the next five sales, or ten sales or fifty sales that you make in Detroit, there is no question but that four out of the five would be made in the twenty-five Detroit districts in which The Free Press concentrates 79% of its city circulation . . .



. . . and from which comes 80% of the city's retail business by volume.



HERE is the type of coverage now most useable and useful and profitable for any advertiser.

FURTHERMORE, the actual cost of reaching this potential purchasing power through The Free Press is less . . . considerably less . . . than through any other Detroit newspaper.



DETROITERS are still spending more than a thousand million dollars every twelve months for the things they want and must have. And as we said before, 80% of this thousand million dollars comes out of territory where this newspaper reaches three out of every four homes.

The Detroit Free Press

VERREE &
National

New York

Chicago

CONKLIN, INC.
Representatives

Detroit

San Francisco



Sober Realities About Wages, Told Entertainingly

Economics Simple Enough to Be Understood, Convincing Enough to Be Believed

"IT seems to me that the consideration of wages after one o'clock on Saturday afternoon, when they become almost all consumer's purchasing power, the consideration of 'the evidence furnished by experience and logical analysis' . . . is the new attitude which is appealing with sense and logic to a growing body of bankers and business men."

Thus speaks Roy Dickinson, associate editor of *PRINTERS' INK*, in his book "Wages and Wealth" (Princeton University Press, \$2.50). In another chapter he says: "I never heard a man say to either a speaker or writer, 'Please, mister, give us one more statistic.'"

These two quotations give an inkling of the fresh viewpoint brought to economic problems by a writer who refuses to be bound down by exploded economic laws but prefers to regard the modern business scene, with its complications of money, wages and credit, with sense and logic tinged more than a little with deep appreciation of the fact that workers are human beings and not machines.

Mr. Dickinson takes complex problems with all the seriousness they deserve but he prefers to write about them intelligently, interestingly and, when necessary, satirically, a practice which has been so far foreign to the thought of the average economist that even to many otherwise well-informed business men the so-called science of economics has meant confusion rather than orderly thinking.

As a result "Wages and Wealth" is by far the most understandable and, for that reason, in many respects one of the most able discussions of current economic problems brought out of the current crisis. Shearing away a great deal of the "bunk" (that is the only word for it) that has been thrown around plain economic facts, Mr.

Dickinson has built a platform for management that most wise managements will be glad to mount.

What is this platform, then?

First and foremost, of course, it takes a direct stand against wage cuts. Using just as many statistics as any old-line economist has at his disposal, Mr. Dickinson proceeds to show that the deflationist doctrine is largely a plaything for doctrinaires and that its basic tenets will not stand up when exposed to the light of industrial developments of the last two or three decades.

He is a strong believer in the fact that workers are also consumers, that every dollar taken out of the worker's pocket is also a dollar taken out of some manufacturer's pocket. In a chapter, "Island Talk," devastating for its satirical simplicity, he takes one of the deflationists' favorite abstruse arguments and turns it against them.

Second, he believes that it is the obligation of management to build up reserves in times of plenty for times of need. He has made a close study of the soundest plans for employment and wage insurance and in his book analyzes these plans and shows how really workable they are. If his book had nothing more than its discussion of unemployment insurance plans it would have been worth writing.

Third, he is not very patient with panaceas as he makes clear in a chapter entitled, "Panaceas." Neither is he patient with talk about "impersonal economic forces." He shows case after case to prove that when these forces come up against enlightened management they somehow lose their inevitability. "Present conditions are only made worse," he says, "by those who attempt to attribute to impersonal, economic and providential forces the evils which were made by man and his intelligence."

Mr. Dickinson is very much

bored with a great many bankers. He believes that the wide divergence of the banking and management viewpoint has been responsible for a great many of our present troubles. He believes that the banking mind, with its inflexibility and inability to adopt itself quickly to new conditions, hampers progressive management. He does not, however, bring a blanket indictment against all bankers, showing that there are many financial men today who are as progressive in their thoughts and as revolutionary in their beliefs as such industrial leaders as Owen D. Young, Henry S. Dennison, and others.

To summarize Mr. Dickinson's idea of a possible solution of the difficulties which beset enlightened management, nothing better can be used than a quotation from the last chapter of the book:

"Proper co-ordination of sales and production cannot be accomplished without definite planning and scheduling procedures. Sales forecasts in the future will be based upon a closer study of consumer demand. Consumption curves and charts will be studied with as much care as production charts. It is probable that a more comprehensive collection, tabulation and study of such trends are coming. Constructive industrial thinking and planning are going to be a requisite for management success."

"To go back to boom profits for a moment, it is entirely possible that progressive business thought and public opinion are going to induce a putting away of profits in boom times in reserves for bad times instead of investing a large proportion of them in new production equipment and larger plants.

"A closer study of this problem, a penalizing of itself by management, as Mr. Dennison has suggested for unemployment insurance, bad time funds, dismissal wage, old-age pensions, is one way to sit on bulges.

"A careful re-examination by experts as to the relation of credit money to production and purchase of merchandise is an essential in this connection.

"The development of a better

technique of business management to establish a better balance between production and sales is on the way. Wages are worthy of a complete study with a new mental viewpoint now held by an increasing number of executives.

"It is my conclusion that a development along these four lines will do more to take the dizzy dips out of business than any shortcut evolved by Supreme Economic Plan Boards."

During the last two years, business has spent a great deal of its time trying to see facts through a barrier of fancied economic laws. It has listened with too kindly an ear to those economists who were morosely silent until the opportunity presented itself for them to say, "We told you so!" It is refreshing, indeed, to have Mr. Dickinson's book, with its plea to face realities and not theories, with its firm belief that humanitarianism is good business and that, now that so many other things have failed, perhaps it is time to try it.

J. & J. Red Cross Products Account to Presbrey

Johnson & Johnson, New Brunswick, N. J., have appointed the Frank Presbrey Company, New York, as advertising counsel for their Red Cross Products Division. Localized newspaper and radio campaigns are now under way, and magazine, newspaper, radio and direct mail advertising are planned for 1932.

"Breeder's Gazette" Buys "Dairy Tribune"

The *Dairy Tribune*, Mount Morris, Ill., has been purchased by the *Breeder's Gazette*, Chicago and Spencer, Ind. Effective with the January issue, the two publications will be merged under the name, *Breeder's Gazette and Dairy Tribune*.

Branham to Represent Louisville "Herald-Post"

The Louisville, Ky., *Herald-Post* has appointed the John M. Branham Company, publishers' representative, as its national advertising representative.

Sapolio to Paul Cornell Agency

The Enoch Morgan's Sons Company, New York, maker of Sapolio and Spotless Town cleanser, has appointed The Paul Cornell Company, of that city, as advertising counsel in the United States and Canada.



We Draw Nearer to Mecca

For something over ten years Chicago has been both persistent and emphatic in its choice of the Chicago American as its favorite fireside newspaper.

It is quite true that advertisers as a whole have not yet caught up with this public preference, but they are gaining on it. Since circumstances have forced increasingly close scrutiny of advertising expenditure and return, the difference in lineage carried by the Chicago American and by the second evening paper in point of circulation has shrunk considerably.

Adversity has brought the Chicago American closer to its destiny as a leader in advertising as well as public favor, because in adversity it has served its advertisers well.

CHICAGO AMERICAN

a good newspaper now in its ELEVENTH YEAR of circulation leadership in Chicago's evening field.

National Representatives:

RODNEY E. BOONE ORGANIZATION

Non-Competitive Co-operation— Advertising's Next Big Trend?

Developments During the Last Year Indicate That the Movement May Spread Rapidly

By C. B. Larrabee

IS non-competitive co-operation to be the next big trend in advertising?

Knox Gelatine is being advertised with four related but non-competing food products on a basis of share and share alike both in space and expense.

Vacuum Oil, Halsey Stuart, Colgate-Palmolive-Peet and Coca-Cola join together to advertise their radio programs which run consecutively over the same station network each Wednesday evening.

Other radio advertisers occasionally share talent by the familiar "guest star" system.

A silverware manufacturer issues a booklet in which he gives recipes featuring the names of a dozen nationally advertised food products.

Cleanliness Institute co-operates with other associations, such as the American Gas Association, to give them new talking points and, incidentally, to create more use for soap.

The question is: Do these incidents and others that have occurred during the last year, combined with certain plans that seem well on the way to fruition, constitute a major advertising trend? If so, what will they mean to advertising generally? Will this trend, if it does become marked, result in a decrease in total advertising lineage? Will it be confined largely to the advertisers with heavy appropriations, or on the other hand, does it offer its greatest opportunity to the small advertiser?

The opportunity for this type of advertising has always been present and yet, oddly, advertisers have jumped a much more difficult hurdle while they have carefully worked themselves around the hurdle of non-competitive co-operation.

During the great period of growth of the trade association movement, that is during the decade which ended too unhappily with the end of 1929, one of its outstanding characteristics was the impetus given to association advertising. Because association advertising consists of the co-operative effort of competitors, trade leaders spoke of an "era of good feeling" with an optimism which was not always warranted by the facts. The great amount of association advertising, however, was striking evidence that hundreds of manufacturers had surmounted the most difficult hurdle of all, had joined with their competitors in advertising.

Co-operative Effort Was Pretty Successful

The present low volume of association advertising should not blind us to the fact that, on the whole, this co-operative effort of competitors was pretty successful. In fact the failures gave more emphasis to the successes.

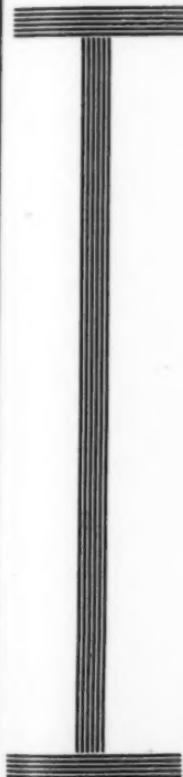
The chief reason why competing manufacturers were able to get together on a basis of co-operative advertising was that the association mechanism was not new. It was, after all, only a short step from co-operative action in creating market data to co-operative advertising.

On the other hand, there was no particular mechanism set up for the fostering of non-competitive co-operative advertising. It is significant that the Knox Gelatine experiment is due perhaps in a large part to the fact that the Associated Grocery Manufacturers of America, an association of the large food manufacturers, brought food manufacturers together in annual discussions. James E. Knox, of Knox Gelatine, and Paul S.

ADVERTISING

and a

Rice Diet



In the older part of China, two natives greet each other with the question, "Have you eaten rice?"

It is their "how do you do," for to eat rice is to keep alive, and their standard of living is so bare that merely to keep body and soul together is all they can hope for.

Many an advertisement suffers because its diet consists largely of "rice." Words—type—paper,—these make a piece of printing, but they don't always make it pay. For making printing really effective is an art in itself.

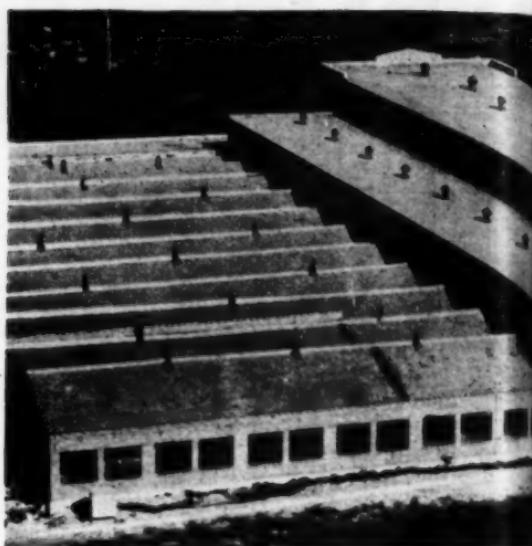
Here, we like to think of our product in terms of results.

**Possibly YOU would like to have
YOUR printing so handled**

CHARLES FRANCIS PRESS

461 EIGHTH AVENUE
PRINTING CRAFTS BUILDING

NEW YORK - N. Y.



Three Aviation Plants Move to BALTIMORE

With the moving of the three plants of the General Aviation Manufacturing Corporation to this city, it is officially announced by the local association of commerce that Baltimore leads the country in aircraft manufacture, from the standpoint of number of workers to be employed.

The General Aviation Manufacturing Corporation, a subsidiary of the General Aviation Corporation, represents the outstanding interest of the General Motors Corporation in aircraft manufacture. Its new home in Baltimore is shown above.

This million dollar plant, containing over 200,000 square feet of space, is located on the Municipal Airport. It is expected to give employment to from 600 to 1000 persons, beginning in a few weeks. Both military and commercial types of planes will be built.

THE DAILY MORNING
YORK: JOHN ATLANTA:



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er aircraft manufacturing concerns located at Baltimore are
the Glenn L. Martin Company and the B/J Aircraft Corporation,
the latter a subsidiary of the North American Aviation Corporation.
which is engaged on extensive contracts for the United States
Government.

other evidence of the above-average business activity of Balti
more. Activity that means added sales for the advertiser who
makes regular use of The Sunpapers—morning, evening and Sunday.

The Sunpapers in October Daily (M & E) 294,243

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EVENING

SUN
SUNDAY

New York: John B. Woodward, Inc.

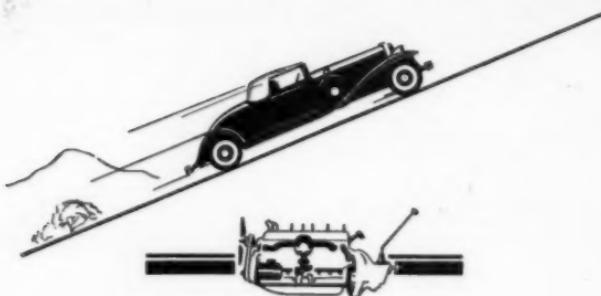
Atlanta: A. D. Grant

San Francisco: C. Geo. Krogness

Chicago: Guy S. Osborn, Inc.

Detroit: Jos. R. Scialo

Nov. 5, 1931



PUT TO THE TEST

AUTOMOTIVE prospects in Cincinnati—all of them—read The Times-Star. Why? . . . A well balanced newspaper, containing every bit of worth-while news, and for the motor enthusiasts one of the most interesting automotive sections in the country.

Result—automotive advertisers have proved that the best way to keep in close touch with their market is through the columns of The Times-Star.

There is one sure method of accomplishing a thorough and economical job in Cincinnati—concentrate your advertising in The Times-Star.

THE CINCINNATI TIMES-STAR

HULBERT TAFT
President and Editor-in-Chief

Eastern Representative
MARTIN L. MARSH
60 East 42nd Street
New York



Western Representative
KELLOGG M. PATTERSON
333 N. Michigan Avenue
Chicago

MEMBER OF A.B.C.—MAJOR MARKET NEWSPAPERS, INC.—MEDIA RECORDS

Nov. 5, 1931

Willis, of Comet Rice, for instance have been active workers in the A. G. M. A.

Another significant fact is that Mr. Knox for some time has been preaching to grocers his idea of ensemble selling; that is, the display and sale by the grocery store of products closely allied in the kitchen and on the table. Ensemble selling, however, was not a creation of Mr. Knox.

To trace the history of this idea of selling would not be profitable or essential to this article. The department stores were first to capitalize it to its fullest extent, but even they were rather slow to realize its possibilities. However, today most department stores make different departments feed each

other by means of the ensemble idea. Thus the china department, for instance, in displaying a set of china can also show silverware and linen taken from other departments.

Another influence which has been working for non-competitive co-operation has been the realization on the part of manufacturers of that phenomenon which was euphoniously labeled "the new competition." Suddenly the automobile manufacturer found that his competition was not coming entirely from his competitors in the industry. He saw that the radio manufacturer, the maker of electric refrigerators, the furniture dealer and others were competing for the same consumer dollar that

ONE GOOD FOOD DESERVES ANOTHER



Hot Pies! Butterballs! (Illustration is descriptive.)

1. Fresh vegetables. 2. Green sparkling Gelatin. 3. Hot Pies! Butterballs! 4. Hot Pies! Butterballs! 5. Hot Pies! Butterballs! 6. Hot Pies! Butterballs! 7. Hot Pies! Butterballs!

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Hot Pies! Butterballs! 98. Hot Pies! Butterballs! 99. Hot Pies! Butterballs! 100. Hot Pies! Butterballs!

KNOX® Sparkling Gelatin

A great combination! Sparkling Gelatin
1. Hot Pies! Butterballs! 2. Hot Pies! Butterballs!
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Hot Pies! Butterballs! 100. Hot Pies! Butterballs!

Make this Rice Bavarian Cream with



KNOX
Sparkling
GELATINE



Especially when both are or otherwise used together—whether you use them together or separately.

Print this recipe and save! (See page 103) This gives you an idea of the many desserts you can make with Comet Rice and Knox Sparkling Gelatine.

Remember a package of Knox Gelatine will make four different desserts or salads, or any other food combination—such as serving on people. Just mail the coupon for FREE Recipe Books showing how

Knox Gelatine Is Being Advertised with Four Related But Non-Competitive Food Products.

he was trying to get. The furniture industry, indeed, became vastly disturbed the moment it realized that many a potential set of bedroom furniture was being turned into a new Buick sedan or Ford roadster.

In a speech as president of the A. G. M. A. before a convention at Atlantic City a year ago, George D. Olds, Jr., of the Hills Brothers Company, emphasized the fact of the "new competition" and pointed out that the food industry's position was threatened by other industries. One of the reasons for this threat, said Mr. Olds, was that food had not been advertised correctly. His speech, wisely interpreted, pointed definitely toward non-competitive co-operation.

The depression has undoubtedly had its effect on turning thought toward non-competitive co-operation. Facing cut appropriations, directors of distribution sought for some means of holding up prestige in the face of less lineage. One solution, of course, was to be found in association advertising, but interest in this was getting lukewarm owing to the fact that so many association members were lopping off or seriously reducing their association contributions.

Advertising with non-competing manufacturers, however, offers advantages. An examination of the current Knox co-operative advertisements shows that the two advertisers are, interestingly enough, getting full page value each. By combining appropriations they are able to create colorful, effective advertisements that might be beyond their reach individually.

Non-competitive co-operative distribution has been tried out successfully by several companies. Both General Foods and Standard Brands have distributed products other than their own and recently Loose-Wiles announced that it was going to experiment with the idea. It is not far, as merchandising goes, from co-operative distribution to co-operative advertising.

There have also been several successful experiments in joining the sales departments of non-competing advertisers who distribute through the same channels.

A survey of all of this history shows how inevitably various roads have been leading to one focal point. Certainly the situation is more favorable than it ever has been for an extension of the non-competitive co-operative idea. That the idea is not entirely new, that it has been talked about and speculated on for a number of years, is not an important factor. Conditions have never been so favorable as they are today.

Does the comparatively small amount of non-competitive co-operative advertising constitute a major trend? That is a difficult question to answer conclusively just yet. The development of the movement, however, as outlined so far in this article shows definitely that such favorable conditions make it easily possible that a major trend is in the process of development. Certainly no advertiser or agency would care to dismiss the subject without a thorough investigation of its possibilities. One or two comparatively small campaigns may not constitute a trend—but they may well be the sign-posts pointing the way for other advertisers.

Advantages of the Co-operative Plan

The plan has many advantages for advertisers, both large and small. The greatest of these is, of course, the opportunity to tie up two or more nationally known names, thus giving each the advantage of the good-will created by the other.

Again, as has been pointed out, it allows the advertiser with the smaller appropriation to join with other advertisers with small appropriations to create campaigns that give the same effect as those of individual advertisers with large appropriations.

A third point worth noticing is that it gives the national advertiser still another opportunity to fight private brands. It tends to draw nationally advertised products together and to give them a solidity of front that is much harder to dent than that created by individual effort.

Further, it offers an excellent

Something Has Happened
In PITTSBURGH

A RADIO TIP from Department Stores

September was the heaviest month since January in Pittsburgh department store radio advertising, and it is significant that these stores used **38.4 per cent more of this lineage in The Sun-Telegraph than in the other evening and Sunday newspaper.**

The Sun-Telegraph also leads the other evening and Sunday newspaper by 6.3 per cent, in this classification, for the six-month period ending September 30th.

Based on figures by Media Records,
without alteration of any kind.

THE SUN-TELEGRAPH

NATIONALLY REPRESENTED BY
PAUL BLOCK AND ASSOCIATES

answer to "the new competition." Suppose, for instance, that a dozen manufacturers serving the building industry should join together co-operatively in a "build your own home" campaign. Sears, Roebuck and Montgomery Ward individually are offering a complete home service. Why shouldn't a group of non-competing advertisers do the same thing? Such a campaign might make a serious dent in the sales volume of those manufacturers outside the building industry who are now competing for the prospective home-builders' dollars. Obviously, this is only one possibility that might be chosen from many.

In addition, it offers certain manufacturers an excellent opportunity to extend their effort beyond what they are doing both individually and by associations.

Possibility of New Advertisers As Result of Plan

How will this trend, as it grows, affect advertising lineage? I cannot see that it should have an adverse effect on lineage if advertisers analyze their problems thoroughly. In the first place, it offers encouragement to the small advertiser, showing him how, with a limited appropriation, he can do a national job or a more intensive sectional job. Secondly, it should have a bolstering effect on newspaper and radio advertising by pointing the way to sectional advertisers with limited appropriations and giving them a means of competing with national advertisers for local business.

At first thought, it might seem to offer the large advertiser an opportunity to cut his appropriations. It would seem to me that he would be unwise to make any cuts. Non-competitive co-operation, despite certain advantages it may have over individual advertising, cannot be a satisfactory substitute for that type of advertising. Rather it would seem that it would supplement individual advertising and offer the large advertiser an opportunity to join with other advertisers, large and small, to do a co-operative job in addition to the job they are doing individually.

Therefore, there is no particular indication that this type of advertising need be confined to small advertisers alone. To be sure it probably will get its greatest impetus from the small advertiser but it should be equally potent for the large advertiser.

It is still too early to judge what are the limits to which this type of co-operation can go. The Knox experiment has been confined to co-operation with four companies only and in no advertisement so far have more than two (Knox and one other) been featured. It seems fairly obvious that if too many advertisers co-operate the result will be a confused jumble with no advertiser getting his money's worth.

On the other hand, the "build your own home" campaign suggested earlier might be participated in by a number of manufacturers so long as each is willing to forego heavy name publicity. This would indicate that the more advertisers who join the campaign, the more general and institutional must be the copy. Thus the "build your own home" campaign could give little name publicity to any individual and would need to be backed by booklets, dealer helps and other consumer material that could do the intensive individual brand job.

Finally, it is certain that the idea will develop much more quickly in some industries than others. As a rule it will be an industrial job although the radio program advertising of Vacuum, Palmolive and others joins together advertisers from four different fields. However, these advertisers have a common job in that they are pushing their radio programs.

Where the co-operation is confined to a single industry there is excellent opportunity for follow-up in distribution as well as in advertising. Intensive work can be done on retailers as well as consumers. These opportunities are not present if the advertising cuts across several different industries. Therefore, it is safe to prophesy that non-competitive co-operation will get its greatest impetus as an intra-industry idea.

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Arizona Forests

The largest expanse of western yellow pine timber in the United States is in Arizona. The state's lumber industry, as a major activity, attained an estimated value of \$4,000,000 in 1930. As in other activities the lumber industry maintains headquarters in Phoenix, which is the jobbing, political, agricultural, retail and business center of Arizona.



Advertisers may now reach every newspaper reader in Phoenix and the metropolitan area at a saving of 12 or 21 per cent through the use of the

PHOENIX REPUBLIC AND GAZETTE
PHOENIX, ARIZONA

Represented Nationally by Williams, Lawrence & Closser Co.



AN IMPORTANT ANNOUNCEMENT FROM TRUE STORY MAGAZINE

SHOULD advertising rates and circulations follow present day economic trends?

True Story says "YES".

And in announcing a rate adjustment based on a circulation of 1,800,000, we back this statement with definite action.

This is a deliberate choice—a choice based on our firm belief that newsstand sale at a quarter a copy is the advertiser's best assurance of real purchasing power and high reader interest.

Any student of the publishing business will agree that True Story could easily maintain its present guarantee of 2,000,000 by forced circulation methods.

But we do not believe that such circulation would be

TRUE

THE MAGAZINE WITH THE LARGEST CIRCULATION

iving the advertisers the dollar-for-dollar value that they get from circulation based on True Story's traditional policy of more than 90% newsstand sale.

For newsstand sale at 25c a copy is an effective, immediate gauge of current buying power.

Newsstand sale at 25c follows the payrolls. That isn't theory. It's a fact that any True Story representative can support by actual sales figures.

N T In cities where unemployment is particularly acute, figures show True Story newsstand sales are down. Where general conditions are good, newsstand sales are up.

D R Y We feel that circulation based on this voluntary newsstand sale is the only way a magazine can search out the employed—the only way that you can buy circulation with every bit of the water squeezed out.

So, in making this adjustment on a basis of 1,800,000, we believe we are bringing True Story directly in tune with today's economic trend.

At 1,800,000, True Story still has the greatest newsstand circulation of any magazine—regardless of price! And True Story's average circulation for the first nine months of 1931 was 1,950,000.



*Effective with the January 1932 issue True Story's
guarantee is 1,800,000, 90% newsstand, and the
adjusted rate schedule is as follows:*

Full Page - -	\$4000.00	Line Rate - -	\$ 11.00
2 Columns - -	2800.00	4 Color Inserts	6750.00
1 Column - -	1400.00	Back Cover -	9000.00
		Inside Covers -	\$6750.00

TRUE STORY

LARGEST NEWSSTAND CIRCULATION IN THE WORLD

Nov. 5, 1931

COIN

OPERATED MACHINES CAN SELL



***** MILLS *****
NOVELTY COMPANY

4100 FULLERTON AVENUE • CHICAGO, ILLINOIS

Write for a copy of "Automatic Merchandising"

Four Letters That Did Four Specific Jobs

A Collection Letter, a Letter to Coupon Inquirers, a Letter to Prospective Customers, and a Dealer Follow-Up Letter

By E. B. Weiss

LAST week in PRINTERS' INK, Amos Bradbury, genial critic of American business methods, took to task the writers of business letters. "The terrible letters I receive," Mr. Bradbury complained, "must be written by small-minded men—men so small that, in Winchell's words, they could play eighteen holes on a Swiss cheese."

His severe castigation of business correspondence sent me scurrying through a collection of letters of various kinds that have come to me within recent weeks. Many of them—a majority of them—justified Mr. Bradbury's verbal lashing. But here and there in this miscellaneous heap of letters I came across one that even friend Amos would be inclined to applaud.

Four of these better-than-average letters are included in this article. Each was written to accomplish a specific job and each job is different.

* * *

The first letter is a collection letter. It was sent out by the branch credit manager of a paint manufacturing company to thirty-three delinquents. It brought twelve remittances, and eleven replies indicating a desire to make early settlement.

Those results are sufficiently unusual to indicate an unusual letter, and so it was. This is how it reads:

Dear Sir:

If you ever peddled papers when you were a kid, you'll remember what a thrill it was when your customers had their money ready for you right on the dot. They took a lot of pride in doing it, too.

Those glorious days are gone, but I'll bet you still get a big kick out of it when someone who owes you pays right on the dot.

Sometimes, of course, even in those memorable days, customers failed to pay promptly but the minute they were reminded of their little obligation they gave you the money. Their intentions were good

—But they had simply overlooked it.

Assuming that this is just what happened in connection with your small account, we are reminding you it is now past due. We are looking forward with a great deal of pleasure to receiving your remittance for \$.... by return mail.

Yours very truly,

That letter violates a list of rules a yard long. It is different from any collection letter that has come to my attention. But it should be noted that this distinction was not achieved by being tricky, superficially clever or too pugnacious.

Actually, all it did was to apply a few of the well-known principles of injecting human interest that are commonly employed by advertising men. It played on heart-strings without being sentimental; it told its story by inference without being circumlocutary. And it got results as well as promises.

* * *

Letter number two is a noteworthy example of what can be done to put as much selling punch into a letter replying to an inquiry received from publication advertising as is put into the publication advertisement itself. The letter is used by the Phoenix Mutual Life Insurance Company and is written to prospects who request a booklet entitled: "How to Get the Things You Want."

I think Amos Bradbury would be particularly partial to the clever opening used in this letter. If there ever is a time when temptation is strong to start a letter with one of that well-known group of cliches of the "In accordance with your request" type, it is when an advertiser responds to a request for a booklet. Observe how neatly the Phoenix Mutual letter avoids this pitfall and how it then proceeds to carry through on the human note with which the letter begins:

PHOENIX MUTUAL LIFE INSURANCE
CO.

OF HARTFORD, CONN.

It gives us a very special kind of pleasure to be sending you with this letter your copy of "How To Get The Things You Want."

There is a particular reason for this.

We have always felt that life insurance literature talked too much about dying and not nearly enough about living. One result is that lots of people still think that with life insurance they "have to die to win."

That, of course, is the furthest possible from the truth. We felt that if a little book could only be written that would show life insurance as it really is—a means to live more fully and more happily—people would send for it and read it.

The fact that you—as well as thousands of others—have sent for the book shows that people do appreciate it. And we hope that you will like it as much as some of those who have written to us so enthusiastically in the last few months. In it we have tried to get away from dull technicalities and tell you just what there is in life insurance for you.

To read the book will take you only twelve minutes. We feel sure you will find those twelve minutes mighty well invested.

Sincerely yours,
S. H. CORNWELL,
Vice-president.

In addition to the writing style, that Phoenix Mutual letter warrants study because of the message itself. It does more than merely announce that a booklet is being sent. In a few, well-selected words it explains the theory of the booklet; how it was conceived and what it is intended to accomplish. And then, harking back to Old Man Specific, the letter concludes with a definite statement of reading time—a little touch that should help immeasurably in securing a reading for the booklet.

Of those who receive this letter and who are contacted by the company's field organization, one is sold a life insurance policy for every 8.5 leads. That's a record which speaks well for the entire follow-up system of which this letter is a part.

* * *

The Clinton Carpet Company is a believer in novel methods of direct-mail advertising. It consistently flouts the conventional, doing such things as sending out a rolled-up mailing piece which, when unrolled, measured fifteen feet.

This same theory of doing the unconventional is carried out in its letters. A recent letter to women, for example, had a rubber tack clipped to it. The letter tied up to the rubber tack in this way:

CLINTON CARPET COMPANY
CHICAGO

Dear Madam:

If you give your housekeeper a supply of the enclosed rubber tacks, it won't take her long to tell you that they aren't any good for the purpose.

But when you specify an inferior carpet lining—it may take six months or a year for her to report the damage to your carpets. She may know now the risk you run with many linings is that they increase the wear, rather than retard it. A jute or cotton pad hardens in lumps—feet scuff on these lumps—and in a few months you find bald spots in your carpets.

If you really want to save money now, don't try to save pennies on the lining—instead, save dollars on the carpets themselves. Use the only guaranteed carpet cushion—Ozite. It will double the life of your carpets—give you twice the wear—cut your carpet bills practically in half.

Don't toss this letter aside because you feel you know all about Ozite. If you have a yard of carpet in your house that's not protected—you are wasting money. Right now is the time to have your present carpets cleaned and relaid while there is still time to preserve them. Order any new carpeting that you need—laid over Ozite.

And be sure you get genuine Ozite! There are substitute materials which are made to look like Ozite—but they are as much like Ozite as these rubber tacks are like the real thing! The name "Ozite" is stamped on every yard of the genuine product.

Very sincerely yours,
L. H. REGENSBURG,
President.

That Ozite letter was designed to combat a common difficulty, namely, to sell a higher-priced product. It also had to contend with a difficulty in the fact that the advantages inherent in Ozite are not immediately apparent. The company believes that the way to get around merchandising difficulties of this kind is by deserting beaten paths and that is what this letter most certainly does.

* * *

Finally, we have a letter sent not to prospects, but to dealers already handling the company's product. Its purpose was further to impress upon dealer-customers the profit-potentialities of the product and it

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I've Been Kicked by Experts



Shall I ever forget her? Her name was Gladys, and she had such a kind face. But what she did to me was plenty! You see, I approached her from the left, and in milking a cow the line forms on the right. Anyway, farm life has changed since I grew up among the hogs and chickens. In those days our only reading matter was mail order catalogs, and they were very welcome, as Chic Sale would agree. Our only periodicals were those the hired man used to go on about once a month. But nowadays, in the country around here, they read *The Examiner* every day and run into Los Angeles whenever they need some razor blades or an electric refrigerator. In fact, *The Examiner's* Market Research Department shows that out of every dollar spent in Los Angeles' downtown stores, twenty-five cents comes from the country! Which leads me to remark that *The Examiner* covers the smiling countryside around Los Angeles more thoroughly than any other newspaper by a wide margin. So to make sure of getting on the right side in this fourth largest market in America, use this bright and breezy newspaper, with the largest morning city, suburban and country coverage—the greatest morning and Sunday circulation in the West. Just ask any *Examiner* representative to show you an up-to-the-minute market survey of Los Angeles and its trading territory. You'll learn some interesting facts about the two and one-half million Moderns who live within a forty-mile radius from *The Examiner Building*!

W. W. CHEW
572 Madison Ave.
New York

S. F. LA DUE
625 Hearst Bldg.
San Francisco

J. D. GALBRAITH
612 Hearst Bldg.
Chicago

A. R. BARTLETT
3-129 General Motors Bldg.
Detroit

**LOS ANGELES
EXAMINER**

Put Your Message Before the Moderns

did this by showing them how to sell the item.

The letter was written by Utilatree Products, Inc., and was mailed to some 500 dealers carrying this company's specialty. Note how quickly the letter gets into its stride and how promptly it closes when the sales story is finished:

UTILATREE PRODUCTS, INC.
NEW YORK

Dear Sir:

Everyone seems to be preaching—and practicing—ECONOMY. So why not try to merchandise the darned thing?

Here's an interesting little study in Economics:

If one costumer, costing \$10, holds only four coats, how much will it cost to hang twenty coats?

4 in 20=5. 5 X \$10=FIFTY DOLLARS?

Oh *No!* Nowadays, wise buyers hang twenty coats on ONE—UTILATREE—for just \$10.

Furthermore, every coat is *properly hung*—on coat hangers.

Show any Buyer how to buy for TEN dollars what he used to pay FIFTY dollars for, and, well, TRY IT—on UTILATREE!

Yours very truly,
H. S. SKINNER,
Vice-president,

There's a breeziness about that letter that should commend it to all who are addicted to the "ahs" and "ahems" of letter writing. It doesn't stumble or hesitate for a moment. I think Amos Bradbury would have difficulty finding a lazy word in it. The message appears right out in the open instead, as so often is the case, of being hidden from view by the bushes of excessive verbiage. There is no prelude; no epilog. The letter starts at the beginning and ends at the end. Strangely enough, that's a rarity in business letters.

Death of Walter H. Story

Walter H. Story, president of Story, Brooks & Finley, publishers' representatives, died on October 29, at Orange, N. J. Mr. Story, who was fifty-three years old, began a long career in the advertising business with the Philadelphia *Bulletin*, later joining the advertising department of the old Philadelphia *Telegram*. He first came to New York as representative of the *Telegram*, organizing in 1912 the firm of Hasbrook, Story & Brooks. Four years later Mr. Hasbrook left the company and it was reorganized under the name of Story, Brooks & Finley.

Advanced by Simmons-Boardman

As a sequel to the election of Samuel O. Dunn and Henry Lee, formerly vice-presidents, to the chairmanship and presidency, respectively, of the Simmons-Boardman Publishing Company, New York, the following elections and appointments have been made:

Roy V. Wright, managing editor of *Railway Age* and editor of *Railway Mechanical Engineer*, the *Car Builders' Cyclopedia* and the "Locomotive Cyclopedia," has been elected vice-president. He has been associated with *Railway Mechanical Engineer* since 1904.

George Slate, manager of advertising sales of *Marine Engineering and Shipping Age* and the *Boiler Maker*, has been elected vice-president. His association with *Marine Engineering and Shipping Age* dates back over thirty years.

Elmer T. Howson, Western editor of *Railway Age* and editor of *Railway Engineering and Maintenance* and the "Railway Engineering and Maintenance Cyclopedia," has been elected vice-president and a director. He has been associated with *Railway Age* since 1912.

Frederick H. Thompson, vice-president in charge of the Central district, with headquarters at Cleveland, has been elected to the board of directors.

Frederick C. Koch, manager of advertising sales of the five Simmons-Boardman railway publications, has been elected a vice-president.

Charles B. Rosengren, manager of *House Furnishing Review*, has been elected a director of the House Furnishing Review Company, a subsidiary of the Simmons-Boardman Publishing Corporation. He is also a vice-president of the subsidiary company.

W. J. Moll, Manager, Gardner New York Office

William J. Moll, vice-president and director of service of the New York office of the Gardner Advertising Company, has been appointed manager of that office. He will have complete charge of all New York activities of the agency.

J. J. Quinn Joins Lepis
John J. Quinn, for the last six years assistant production manager of The Blackman Company, New York advertising agency, has joined Louis A. Lepis, Inc., of that city, typography and advertising printing, as sales representative.

Appointed by San Francisco "Call-Bulletin"

Ingraham Read has been appointed national advertising manager of the San Francisco *Call-Bulletin*. For the last four years he has been automotive editor of that paper.

Sawyer Biscuit to Paris & Peart

The Sawyer Biscuit Company, Brooklyn, N. Y., has appointed Paris & Peart, New York advertising agency, to direct its advertising account.

*One of the safest of
space-buying guides:*

Leadership in the Field

FOR the past 36 years, without a single break, the San Francisco Examiner has led all Northern California newspapers

- ***in circulation***
- ***in retail advertising***
- ***in general advertising***
- ***in classified advertising***

These days when appropriations are cautiously made and carefully directed, there's a welcome margin of safety in concentrating where maximum responsiveness is proved!

San Francisco EXAMINER

Nov. 5, 1931

"SHOP"

They

of the



THE GLOBE is the only paper in greater Boston that holds its circulation daily and Sunday. In 1930, Boston department stores placed nearly as much advertising in the Boston Sunday Globe as in all other Boston Sunday papers combined. And the AAAA survey shows that the daily edition is the equal of the Sunday edition in "pulling power."

The

P" in the Pages of the GLOBE . . .

151 communities do their *buying* in Boston's retail stores according to the merchants themselves.

Naturally, these suburban shoppers make up their minds—before they pay a fare to make their purchases.

The Boston Globe holds a place all its own as a shopper's guide in this great trading center of nearly 3,000,000 people.

Even the make-up of the paper—almost unique in newspaperdom—places advertising news on a par with editorial content.

If Bostonians didn't *want* to read the advertised offerings of Boston merchants, the circulation of this paper wouldn't have grown steadily through its fifty years of service.

Approximately 250,000 families served by Boston retail merchants read the *Globe* because they like it. No premiums—no contests—no inducements of any kind have ever been offered to build up this circulation.

• • •

See for yourself how the Boston *Globe* is built for the home and for the advertiser alike. Send for a few copies and study the unusual make-up of this sheet. Follow the lead of the experienced Boston merchants—concentrate on the daily and Sunday editions of

The Boston Globe

Nov. 5, 1931

* Everyday Circulation
**LOS ANGELES TIMES
 GAIN 4,650**

Next Morning Paper GAIN	928
Third Morning Paper LOSS	47
Largest Afternoon Paper LOSS	2,896
Next Afternoon Paper LOSS	10,018
Third Afternoon Paper GAIN	2,583

Sunday Only Circulation
**LOS ANGELES TIMES
 GAIN 2,844**

Next Sunday Paper GAIN	2,416
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*Circulation gains and losses of all Los Angeles newspapers for the six months ending September 30, 1931 compared with same period a year ago—as per sworn statements to the United States Post Office:

- Afternoon circulation fell off an average of 10,331 copies per day.
- Morning circulation increased an average of 5,531 copies per day.
- 84% of the morning increase was made by the Los Angeles Times.

Los Angeles Times

Eastern Representative: Williams, Lawrence & Crammer Co., 380 N. Michigan Blvd., Chicago; 10-160 Gen'l Motors Bldg., Detroit; 285 Madison Ave., New York. Pacific Coast Representative: R. J. Bidwell Company, 742 Market St., San Francisco; White Henry Stuart Bldg., Seattle.

Selling Telephones to Farmers by Talking About Tomatoes

Actual Incidents Form the Basis of This Campaign

By R. T. Barrett

THE use of actual incidents, identified by the name of a specific locality, have combined to create a series of farm-paper advertisements that is doing a particularly good job for the American Telephone and Telegraph Company. The series, which has been running in a group of thirty-one farm publications, and which has been running for some years, has produced results.

The opening paragraph of one of the series reads:

A large tomato field belonging to a farmer in Scotland County, N. C. was suddenly attacked by hordes of horn worms. The whole crop would have been destroyed in a short time. The farmer immediately telephoned

the office of a farm paper in a nearby city to ask about the proper spray. He was told what to use and how to mix it. Within a few hours preparations were made, spraying was begun, and the crop was saved.

Convincing proof of the fact that its farm periodical advertisements are being read was afforded the American Telephone and Telegraph Company in a letter received shortly after this advertisement appeared. A rural reader wrote in to find out just where the information about the spray was obtained. He was anxious to find the proper mixture so that he could use it himself. The telephone company referred him to the periodical which had furnished the formula to

ATA Bell System Advertisement

A farmer who lives near Madison, Tenn., finds his telephone a valuable problem-solver in selling his produce from his eighty-acre farm. Recently, every crop on the farm suffered from his common enemy, the horn worm. To get different kinds and quantities of vegetables, he telephones to his neighbors, who are specialists in certain crops. He also calls on a grocer, who produces or holds an extensive line of fresh vegetables, but never for long-term storage, because he cannot afford to store them. In this way, he is able to avoid losses of all his produce, dispose of all his surplus, and get the highest price possible. And his fresh fruits have even yielded.

The telephone also makes possible many other sales of farm products. Farmers buy and exchange their surplus produce through the telephone. It is a money-saving method, and it helps to keep prices down. It also helps to increase the market for farm products, and it makes it easier for farmers to sell their surplus.

ATA Bell System Advertisement

Teachers were gathered at a local schoolroom in the town of South Dakota. All were quiet except for a general ring at the telephone. Among the number a voice from the operator said, "There is a severe blizzard on the way. Please make arrangements to take care of your children until the storm is over. The teacher who made the arrangements, who is a telephone subscriber, and her husband, who is a school room teacher, are taking care of all the children.

The teacher's husband has a son, and two older sons from another family, and when the blizzard came, had to leave the island alone to care for his children.

The telephone makes possible all sorts of emergencies. It is a money-saving method, and it helps to keep prices down. It also helps to increase the market for farm products, and it makes it easier for farmers to sell their surplus.

The modern farm house has a telephone that gives service.

Showing the Farmer the Usefulness of the Telephone—One of These Advertisements Talks to Him in Terms of Crops, the Other Relates How the Telephone Played a Part in an Emergency

the North Carolina farmer in response to the latter's telephone call.

The company has received other proofs that the advertisements of the series have been read, not the least satisfactory of which has been an increase in rural telephone business in certain sections.

The series is directed toward the objective, among others, of calling the farmer's attention to ways in which the telephone can aid him in conducting the business of his farm. Among the phases of farm activities touched upon is that of marketing. Some typical captions in the series, for example, are: "He gets the best corn prices by telephone," "He sells his vegetables by telephone," and "His telephone brings him the best livestock prices."

Contribution to Rural Life

By showing the usefulness of the telephone in the activities of co-operative marketing associations and similar organizations, and pointing out the profits that may be made through its use, the telephone company feels that it has not only gone far toward increasing its own business, but has made a contribution toward new and important economic developments in the rural life of America.

In addition to the advertisements which deal with marketing problems, the series has included a number which deal with other phases of farm operation. The advertisement captioned "One telephone call saved 100 acres of tomatoes," quoted earlier in the present article, is typical of advertisements of this kind. Others are, "He bought dairy feed at the lowest prices—by telephone," and "The cattle and hogs were saved."

Other phases of rural life touched upon in the series have to do with the social life of the farmer, his wife and his family. Captions of advertisements which give an idea of this type of copy are: "It rained, but they had their party anyway," "Before the blizzard struck the schoolhouse," and "The telephone helped in rebuilding the church."

Although telephone advertise-

ments have always pointed out the value of the telephone in emergencies on the farm, such as cases of illness, accident, fire, flood, robbery, etc., it has been only within recent years that emphasis has been given to its usefulness in the everyday activities of the farmer and his family, with advertising copy built around what might be considered the commonplaces of rural life.

The instances which form the foundation of the advertisements are secured through the co-operation of the papers in which the series is running. These papers have been requested to forward to the agency which handles the telephone company's farm publication account any interesting material they may obtain which will fit in with the purpose of the series.

This material they obtain through their own staff or agents or, in some cases, by running contests for the best letters telling of appropriate incidents. A large selection of letters, containing exactly the type of information desired, has been obtained in this way.

Cancels Advertising on State Cigarette Tax Ruling

The American Tobacco Company has withdrawn all newspaper advertising contracts throughout Tennessee, following a ruling by Charles M. McCabe, Commissioner of Finance and Taxation, that State tobacco tax stamps must be affixed to the original cigarette package since, he says, the stamp will not stick to the new Cellophane wrapping. This ruling has forced dealers to slit the wrapping in order to place the tax stamps on the cigarette packages with the result that in many cases the wrapping is being discarded. Inasmuch as the wrapper is being featured in the American Tobacco Company's advertising, this ruling makes the advertising inconsistent and so, according to the tobacco company, the contracts for the advertising have been withdrawn.

Rulings such as this one rendered by Mr. McCabe have been issued in other States with this difference, that in Tennessee the stamp must be placed on the package itself whereas other States have allowed the dealer to affix the stamp to the wrapper provided the wrapper is treated by some means, such as rubbing with sandpaper, which makes it possible to affix the stamp securely to the wrapper.

Robert R. Ferrell, president of the Memphis Drug Club, said that manufacturers are preparing to test the ruling which forces dealers to cut the wrapping.

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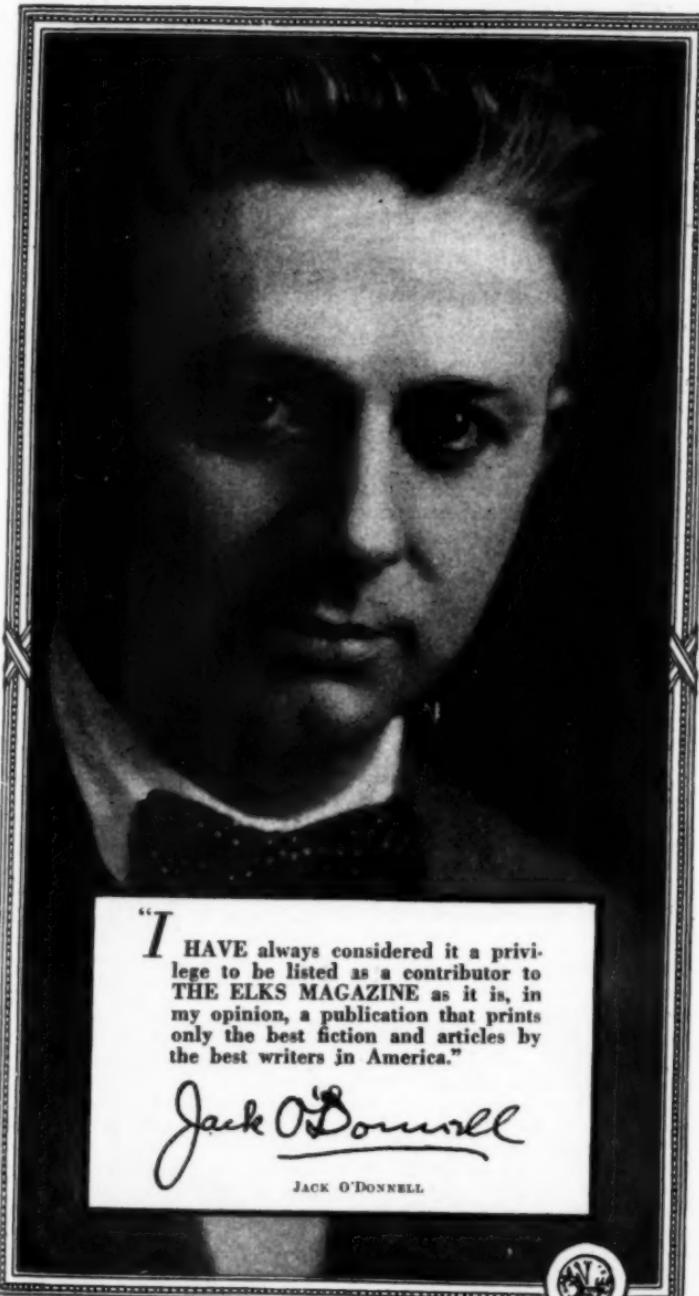
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Nov. 5, 1931

PRINTERS' INK

51



"I HAVE always considered it a privilege to be listed as a contributor to THE ELKS MAGAZINE as it is, in my opinion, a publication that prints only the best fiction and articles by the best writers in America."

Jack O'Donnell

JACK O'DONNELL



They Share in the Losses—But What About the Profits?

A Criticism of the Plan of Handling the Advertising Agency Salary Problem That Was Described in the October 15 Issue

By Meyer Chaimas

FOLLOWING are some reflections on and questions suggested by the article in the October 15 issue of *PRINTERS' INK*: "Is This a Logical Plan of Handling the Advertising Agency Salary Problem?"

It is desired to keep the agency force intact without reduction of salaries, and at the same time to safeguard the corporation against any call on surplus should there be a period without a profit. So far there has always been a profit, regularly. It seems, too, that this corporation's surplus, like the surplus of any other corporation, might not be able to hold out against a "continued drain."

It is asked: "Why not put into operation a plan which would eliminate the necessity of a salary cut and which, at the same time, would help to retain the financial strength of the organization?"

It is proposed that:

1. Every member of the organization be compelled to deposit 10 per cent of his salary in a special reserve fund.

May it be presumed that there will be contributions as well of 10 per cent of the corporation's net earnings?

2. This fund is to be administered by a group of six, three officers and three others chosen by the employees from their number.

How are the employee members of the group to be chosen? Shall each employee have one vote for each place to be filled, each vote to be of equal value, or shall the value of the votes be graded according to salary? Should the employees be dissatisfied with their representatives, in what way and at what times may they register their desire for a change?

Of course it might not happen in

the agency proposing this plan, but should it be adopted by other enterprises, would it be possible for the employee members of the administrative group to find it needful to reconcile their opinions and recommendations with the urgent desirability of not being inconveniently separated from their jobs? Would it be possible that if they asserted themselves it might be convenient for the employees to name other representatives even if their failure to effect this reconciliation did not result in the imprint of the sole of a boot on the seats of their trousers?

3. These six men would receive a monthly report of the corporation's financial position.

By whom would the report be prepared? In how much detail? What is meant by "financial position"? Cash and other liquid assets? Excess of assets over liabilities, not including capital? Would by any chance any assets be revalued downward and on what basis?

4. If this statement should show that the corporation's earnings have sunk below a predetermined level, then it would be up to the committee of six to determine to what extent the special reserve fund should be dipped into.

Mind, not if there should be no earnings or even a loss, but if earnings have sunk below a predetermined level. Who would establish the "predetermined level"? On what basis? A percentage of the capital including accumulated surplus, on the theory that earnings to be satisfactory should be a percentage of the investment? If so, the amount in dollars of the "predetermined level" would be increasingly larger each period, since each period would add to the

THE uninterrupted busyness in the Washington (D. C.) Market is due to the natural demand of nearly three-quarters of a million people whose incomes are practically unaffected by industrial depression—plus the Government payroll of upwards of \$185,000,000.00 per annum—giving to this market an annual per capita buying power nearly double that of the average city—and it is spent liberally for necessities and luxuries.

To reach these prosperous people **ONLY The Star** is needed—for 97% of its Evening circulation and 96% of its Sunday circulation is *confined exclusively* to the Washington Market, comprising the National Capital and a radius of 25-miles into Maryland and Virginia.

Assuredly there is no depression in Washington.

New York Office
DAN A. CARROLL
110 E. 42nd St.

Chicago Office
J. E. LUTZ
Lake Michigan Bldg.



Speaking of

"ALL A

Edward J. O'Brien in his 17th
"BEST SHORT STORIES"

Cosmopolitan

among all monthly mag
women's . . . in publish

DISTINCTIVE S

In *serials*, in *features*, in *illustrations*, as in *short stories*, there is no other magazine like COSMOPOLITAN—and there is no other market like the 1,700,000 readers who match their intelligent choice of literature with an equally intelligent choice of advertised products.

*First in 1930, 1929, 1928, 1927, 1926, 1925

THE CLASS MAGAZINE

ALL AMERICAS"

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Annual Selection of the
of 1931 AGAIN★ ranks

FIRST

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SHORT STORIES



57th Street and Eighth Ave., New York

with 1,700,000 Circulation

surplus accumulation, thus increasing the amount on which the percentage is calculated.

Should stockholders have the right to any dividends while this plan is in effect? If any dividends are paid wouldn't they really be paid by the employees since their contributions would continue to be compulsory as long as the corporation's surplus stood in danger of impairment?

In the event of a tie vote, how would a decision be made?

Since it is claimed that "this fund would, in reality, belong to those who deposited the money," this fund would, of course, not be mingled with the corporation's moneys (or would it?) ; and since the fund would be separate from the corporation's assets, how would withdrawals from it, when authorized, be made effective—in plain words, who would sign checks against the fund? Would the corporation consent that the signature of at least one of the employee members of the administrative group be required on checks drawn against this fund?

5. If the corporation's earnings rose above a predetermined level and showed definite indications of remaining there, the money remaining in the special fund would be returned, with interest, to those who supported the plan. The division would be on the basis of each individual's actual deposits in the special reserve fund.

Shouldn't the contributors to the fund receive 10 per cent of the amount by which the earnings exceeded the "predetermined level"?

6. Should any employee leave for any reason, it is tentatively planned to refund to him 25 or 50 per cent of the amount of his deposit that remains in the fund.

A separated employee thus contributes toward minimizing the drop in earnings of his former employer. But if none of the fund is used to bolster the firm's financial position to whom would the portion contributed by a separated employee, but not returned to him on separation, be returned? To the other employees? They did not

contribute it. To the firm? It did not contribute it. To whom?

7. The predetermined financial level is to be "openly charted."

Just what does "openly charted" mean? In consultation and agreement with the employees on the basis of a clear showing of facts, or just, "this is our figure, take it or leave it"? Did anybody ever hear of "Hobson's choice"?

The results expected are:

1. It will help to maintain a financial position which will eliminate the necessity of breaking down corporate strength.

If nominally the full salaries are to be paid, the total of the full salaries, before deducting the 10 per cent contribution, is a charge against income; and if net income after all charges is not as much as expected, or if the charges against income for any period exceed the gross income, it may become necessary to invade surplus. Since the 10 per cent contributed by (or is it withheld from?) the employees is not corporation funds, it is not clear how the corporation's financial position will be aided if the corporation should not be able to help itself to any part or all of this contribution fund except with consent of the administrative group. It must be remembered, too, that this fund cannot appear on any balance sheet as corporation funds.

2. It creates what is in actuality a bonus fund.

How?

3. In a manner it treats the employees on a profit-sharing basis.

Yes? Shouldn't it rather be called a loss-sharing basis?

4. If all the members of the organization pitch in and do everything within their power to improve the company's position, then they will earn a bonus in the form of no salary cuts.

Now, what can one say to that?

If the corporation wants its employees to share its risks it should also be willing to let them share

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in its good fortune by making the enterprise truly co-operative.

During good years the corporation presumably paid salaries in keeping with the current market price for the services it received. It wasn't afraid that its surplus might get to be too large for comfort (of course there can always be dividends) and it didn't then propose a plan by which it might contribute to its employees a percentage of profits above "precharted levels" because there were no "precharted levels" when profits were going up.

Any such plan as is proposed would introduce into the most harmonious organization suspicion and distrust—a situation to be avoided at any cost.

The following suggestions are offered:

1. Pay no dividends until the upturn.

2. Pay employees their present salaries if possible. If not, pay them as much above current market price for services as is possible, lower them when compelled to, but remember to increase them again at the earliest possible moment. After all, the business does belong to the stockholders. The employees have only their jobs and when any of them leave, the jobs are no longer theirs, but the business still belongs to the stockholders and risks are properly the stockholders' burden.

3. Forget about any fancy plans.

Lasker and Wrigley to Join Paramount Board

Albert D. Lasker and William Wrigley, Jr., have been invited to become members of the board of directors of the Paramount Publix Corporation, according to announcement by Adolph Zukor, president. Mr. Lasker is chairman of the board of directors of Lord & Thomas and Logan, Inc., and Mr. Wrigley is chairman of the board of the Wm. Wrigley Jr. Company. "Both of these men, who are thoroughly familiar with advertising and merchandising," Mr. Zukor states, "should be of great assistance to the corporation in its advertising and merchandising problems."

John Hertz has accepted an invitation to become a member of the board and chairman of the finance committee, succeeding William H. English, who becomes chairman of the board of directors.

The next meeting of the board will be held November 9.

To Aid Washington Unemployed

Charles B. Welch, publisher of the Tacoma, Wash., *News-Tribune*, has been appointed chairman of the State of Washington's committee to co-operate with I. F. Dix, Pacific Telephone & Telegraph Company, Seattle, who has been appointed chief of the State's unemployment by President Hoover. Other members of the State committee include: C. B. Blethen, Seattle *Times*; W. Vaughn Tanner, Seattle *Post-Intelligencer*; W. H. Cowles, Spokane *Spokesman-Review*; Chapin D. Foster, Chehalis *Lewis County Advocate*; W. W. Robertson, Yakima *Daily Republic*; Werner A. Rupp, Aberdeen *World*; Frank I. Sefrit, Bellingham *Herald*, and Rufus Woods, Wenatchee *World*.

Ohio Select List Re-Elects

Paul C. Siddall, of the *Alliance Review*, was re-elected president of the Ohio Select List of Dailies at the association's convention held recently in Columbus. Roy D. Moore, of the Brushmoore Newspapers, was re-elected vice-president, and C. H. Spencer, of the Newark *Advocate*, secretary-treasurer.

Directors elected were J. E. Burst, New Philadelphia; E. C. Dix, Wooster; R. C. Snyder, Sandusky; Fordon C. Bush, Athens, and Mr. Moore.

New Business at Los Angeles

The Advertisers Idea Service is the name of a new organization of artists and writers which has been formed at Los Angeles, with headquarters in the Western Pacific Building. Monroe H. Shaw, formerly with the National Biscuit Company and, before that, with Corbett & North, New York, will direct the creative and copy departments of the new concern.

G. K. Gauff with Rupert Thomas

George K. Gauff, formerly business manager of the *Architectural Forum* and, before that, with the F. W. Dodge Corporation and the *Manufacturers Record*, has joined Rupert Thomas, New York advertising agency, as vice-president and account executive.

"American Farming" Appoints T. W. Farrell

Thomas W. Farrell has been appointed advertising manager of *American Farming*, Chicago. He has been conducting a business of his own as a publishers' representative.

Has Solarine Account

The Solarine Company, Baltimore, manufacturer of brass and silver polish and insecticides, has placed its advertising account with The Aitkin-Kynett Company, Philadelphia advertising agency. Newspapers and magazines will be used.



"EXCLUSIVE"

-they say

Beware that word "exclusive".

It's the copywriter's football—used
everything from Eugenie hats to su-th
scription lists.

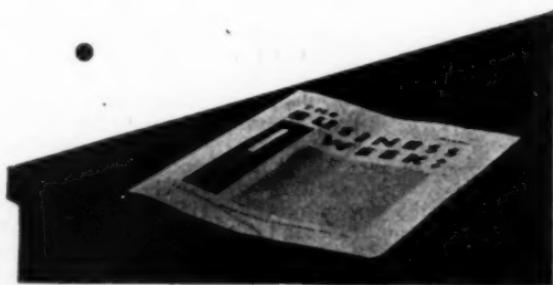
Big Names don't make a list exclusive
If they did, the American Red Cross
would be our most exclusive club. In all
clusiveness is measured not so much be

say

the presence of big names as by
the absence of little ones.

"What's a fair yardstick when you send
your advertising out to meet business
—used men—to know the *entire* circulation
that's to suit—the big ones and the little ones.
You're buying them all.

An exclusive circulation that will take your
Red Crossage to big business *with the*
smallest amount of waste is your
bet so must bet.



Controlling Sales Expenses in Time of Depression

System the Same as at Any Other Time, Says Manufacturer, in Describing His Plan

By R. W. Clarke

H. T. BUSSMANN, vice-president of the Bussmann Manufacturing Co., St. Louis, was billed to make an address before a sales managers' meeting, his subject being "Controlling Salesmen's Expenses in a Period of Depression."

The chairman, in introducing him, enthusiastically expressed the belief that "Mr. Bussmann can surely give us some new and important ways of putting a brake on salesmen's expenses that will be indeed valuable to all of us in this critical time."

He was probably surprised when the speaker told the audience that his company had made no change in its control system to make it fit specifically into present needs.

"The plan we are using," he said, "is the one we have had for the last seven or eight years. So far as we can see, our plan of controlling salesmen's expenses was sound in 1925, 1927 and 1929 and is equally sound now in 1931."

The Bussmann firm apparently proceeds from the thesis that a carefully administered control of what the salesmen spend while on the road is desirable in all years. Just because business is plentiful and sales volume large is no reason in the world for allowing extravagances or carelessness in expense accounts. On the other hand a lean year is no occasion for penury.

This is such a timely subject that, after Mr. Bussmann had told me about his speech, I asked him if he would not reveal for the readers of PRINTERS' INK his entire scheme of expense control.

Mr. Bussmann agreed, and here is the story:

In general the system provides that the salesman itemize all his expenses while on the road and that these shall not exceed a cer-

tain standardized limit. The limit is by no means arbitrary but has been set after a long study of expense accounts and a careful observation of what is a reasonable and proper outlay in various sizes of towns.

Each salesman must render a properly itemized account of his week's expenditures; it must be mailed no later than Saturday night of each week, so as to reach headquarters Monday morning. The return has to be made on a form which calls for all the data desired.

Salary Held Up Until Report Is Rendered

It often develops that there are delays, inaccuracies and discrepancies in the filling out of a form like this. The salesman does not get around to it on time and maybe it drags in two or three days late or perhaps two weeks' expenses may be combined in one. The Bussmann company guards against such contingencies by holding up the salesman's salary and expense money until such time as the report is not only rendered but rendered properly. If the form, filled in accurately, reaches the office on Monday morning, a check for salary and expenses is mailed to the salesman on that day without fail. If the expense form is not properly executed, neither the expense bill nor the salary is paid until the inaccuracies have been rectified. If the salesman so desires, the company will send the check to his bank for deposit instead of forwarding it to him personally.

The expense account must take in all items up to and including Saturday night. The lodging for Saturday night must be shown on the Saturday expenses even though

the bill may not be paid until next day.

There are six columns to be filled out. In the first are the dates and in the second are the names of towns worked during the week. In the second column, in connection with each day, appear the letters "B" "D" and "L." These mean breakfast, dinner, lodging. If the salesman arrives in a city in time for breakfast he indicates the name of the town in that particular line. If he reaches there in time for dinner the name must be written in the third line reserved for that particular date and so on. If some town has been worked between breakfast and dinner its name must be shown on the second line which is left blank for that purpose.

In this way the company has an accurate record as to when salesmen arrived in specific towns and is therefore able to check up on the expenses accurately.

How the Railroad Fare Items Are Entered

In the third column railroad fare is shown. If the salesman uses his own automobile on a jump of more than twenty miles from the center of his headquarters city, he may show in this column what would be the exact railroad fare for such a jump. The railroad fare in this case must be put in the same line with the name of the city from which the jump was made. This will indicate that the railroad fare from that city to the city next named in the second column was as shown.

In the fourth column there is space for indicating expense for hotel, sleeper and meals. Each item must be shown in the proper line. Thus when a salesman is away for an entire twenty-four-hour period there must be three separate items shown for that specific date.

Right here is where much of the

control comes in. The amounts to be paid for breakfast, dinner and lodging in towns of various sizes have been standardized and the company will approve no expense account which shows more than the amounts tabulated at the foot of this page.

Salesmen Do Not Visit Cities of More Than 200,000

"In considering the hotel allowances made," Mr. Bussmann explains, "it must be borne in mind that none of the salesmen on our traveling staff has occasion to use a hotel in a city of 200,000 or more; in such cities we have resident salesmen to look after our work. We do not claim that these hotel allowances would be entirely satisfactory in the larger cities, but we have no occasion to pass on that specific point."

The allowance for lodging includes items such as tips, pressing, laundry and shoe polishing. The company freely admits that the amounts specified for lodging in the table, bearing in mind these additional items, are not always fully adequate. At other times, however, they are in excess of the amount needed and therefore the general average is declared to be right. Where a sleeping car is used the salesman may show the actual amount of the sleeper charge plus 50 cents for miscellaneous items such as tips.

If the salesman used his automobile in regular selling work, he is privileged to enter in the fifth column of his expense statement a charge of \$1.75 for each day on which the automobile was thus used. The allowance applies whether the work is done in a headquarters city or on the road. When the car is used out of town, the salesman has the railroad fare allowance, as previously explained, in addition to the "per day" allowance.

"Lest it might be thought that

	Breakfast	Dinner	Lodging
Cities less than 7,500 population.....	\$0.50	\$0.75	\$2.00
Cities 7,500 to 25,000 population.....	.60	1.15	2.50
Cities 25,000 to 100,000 population.....	.75	1.50	3.00
Cities 100,000 and over.....	.75	1.75	3.50

1930 census only to apply.

Nov. 5, 1931

Only $\frac{1}{5}$ of a Cent* per FAMILY

and

No Waste!

*



The HOME
The NEW MOVIE
The Illustrated LOVE
The Illustrated DETECTIVE

ent*

Concentrated circulation . . . in the 1204 profitable markets only, the markets where 75% of all retail buying is done.

Shopping women circulation . . . with more than 1,250,000 copies purchased in the 1204 tested key markets every month.

Voluntary circulation . . . every copy purchased by deliberate choice, because of the intense editorial appeal.

Unusually productive circulation because of the foregoing facts. Skillfully merchandised to be of greatest value at lowest cost, it is a circulation scientifically distributed and ready to serve efficiently in times like these. Look to Tower Magazines when your advertising expenditure, like all other business endeavor, must work harder and more effectively at lowest cost.

TOWER MAGAZINES, Inc.

55 Fifth Avenue, New York

919 North Michigan Avenue, Chicago



Make More Touchdowns For Your Clients

In placing National Advertising Campaigns don't overlook the marketing "bright spot" of the Pacific Northwest . . .

SEATTLE

which has a trade territory of a half million people who are receptive to, and capable of buying nationally advertised merchandise.

And Don't Forget

that this same half million people belong to the great reading family of the SEATTLE POST-INTELLIGENCER.

Daily and Sunday—the safe, sure and quick way of reaching this valued audience is to use the advertising columns of Washington's best newspaper.

*All the facts on this market are available through
any one of our National Representatives.*

W. W. CHEW.....572-6 Madison Ave., New York City
J. D. GALBRAITH.....612 Hearst Bldg., Chicago, Ill.
A. R. BARTLETT....3-129 Gen'l Motors Bldg., Detroit, Mich.
SLAYTON P. LaDUE..625 Hearst Bldg., San Francisco, Calif.

SEATTLE POST-INTELLIGENCER

this automobile allowance of \$1.75 per day is not large enough," Mr. Bussmann adds, "it should be remembered that the company pays for all liability and property damage insurance. This automobile allowance is based on a survey made by the Graybar Electric Company and the General Electric Supply Corporation. Some companies may possibly think that the allowance is too low. We have found it to be entirely fair, however, and the best evidence of its fairness is the fact that there has been no complaint whatever from any of our traveling representatives."

No Opportunity to Charge for Incidental Expenses

Thus all the staple expenses of the salesmen on the road, including those all inclusive items "Incidentals" and "Miscellaneous" are provided for in a standardized and carefully thought through way. When a salesman reads, in plain black and white, that in a town of 25,000 he is allowed \$3 for lodging, tips, pressing, laundry and

shoe shining, there is no opportunity to charge for incidental expenses, for these are just that kind.

The company realizes, however, that unusual expenses are likely to come up here and there that cannot be provided for in any set or standardized way. For example, the salesman may want to buy a dinner for one of his prospects or do other necessary entertaining. All such personal and entertainment items are to be entered in the sixth column of the report, and in the seventh column there is room for further explanation and elucidation.

No hard and fast rules governing or controlling these extra personal expenses and entertainment costs are made or enforced. In all cases these are determined by the salesman, who is supposed to exercise the best judgment of which he is capable.

But the salesman has to give the exact amount and full explanation of each item. No blanket groupings under arbitrary or fanciful headings are tolerated.

Why Woolworth Carries Good-Will at \$1

By H. T. Parson
President, F. W. Woolworth Co.

[EDITORIAL NOTE.—Because of the interest evinced in the articles "How to Determine the Value of Good-Will," (October 15, page 3 and October 22, page 56) PRINTERS' INK asked a few prominent executives to contribute their thoughts on the subject. Last week the comment of George W. Hill, president of American Tobacco, appeared on page 64. This week Mr. Parson contributes.]

IN determining the value of good-will in this organization, it was based on earning power. That amount was finally replaced by accumulated earnings—dollar for dollar—until it was entirely eliminated as an item of bookkeeping.

The reason we carry our good-will at \$1 at the present time instead of the original amount of \$50,000,000 is merely to show that at one time we carried the item at a much higher figure but have reduced it to the nominal amount of \$1.

We do not carry that item on our books at any higher price than appears in our statement, as our statement is an exact record of our audited books.

If the company should be merged, the value of its good-will would be determined by its earning power and an appraisal of its leases. Trade-marks, advertising, etc., would have no bearing on the matter.

Art Directors' Lecture Series to Begin This Month

The annual series of talks on art in advertising, sponsored by the Art Directors' Club of New York, has been advanced from its usual spring date to a new fall schedule. According to Abbott Kimball, chairman of the lecture committee, this change was made because the present business situation has raised many immediate questions about advertising and it was felt that a discussion of some of these questions would be helpful at this time.

"Competition of 1932" is the subject of the first discussion with Henry Eckhardt and Carleton L. Spier as the speakers. On November 23, Edward Steichen will take the side of photography in "The Challenge of the Camera"—a debate to be defended by Roy F. Spreiter, illustrator. Other speakers in the series will be Charles Leroy Whittier, Sara Birchall, Richard F. Bach, Marion C. Taylor, Dr. M. F. Agha and Robert Leonard.

The lectures will be held at the Roosevelt House, New York, beginning November 16 and continuing through December 15, at 7:15 p. m. There is a charge of \$5 for the series.

Southern Publishers Approve

The board of directors of the Southern Newspaper Publishers Association has formally approved the Standard Market and Newspaper Data Form which was prepared jointly and approved by the American Association of Advertising Agencies and the Bureau of Advertising of the American Newspaper Publishers Association. Cranston Williams, secretary-manager of the S. N. P. A., reports: "A growing number of our members are using these forms and the co-operation of the two organizations making the data available is greatly appreciated."

Pacific Coast Campaign for New Animal Food

The Pacific Coast offices of the J. Walter Thompson Company have been appointed to direct the advertising of the Coast Fishing Company, Wilmington, Calif., manufacturer of Balto, a new dog and cat food. Newspaper and radio advertising are being used in Southern California.

Warren Pump to Boston Agency

The Warren Steam Pump Company, Warren, Mass., has appointed the K. R. Sutherland Company, Boston advertising agency, to direct its advertising account. Business papers and direct mail will be used.

Hamilton Coke Appoints Parker

The Hamilton Coke & Iron Company, Hamilton, Ohio, has appointed The Parker Advertising Company, Dayton, Ohio, advertising agency, to direct its newspaper advertising campaign.

Program Ready for Outdoor Association Convention

The opportunity for outdoor advertising under its new selling plan, a legislative and educational program and plant development matters will be the three key subjects of the annual convention of the Outdoor Advertising Association of America at Detroit on November 10, 11 and 12.

On the general subject, "The opportunity for outdoor advertising under its new selling plan," these men will speak: John Benson, president of the American Association of Advertising Agencies; W. C. D'Arcy, president, D'Arcy Advertising Company; Henry T. Ewald, president, Campbell-Ewald Company; George Wharton Pepper, general counsel, Outdoor Advertising, Inc.; Frank W. Harwood, Sr., vice-president, Lennen & Mitchell, Inc.; Arthur R. Burnett, secretary, outdoor advertising committee, Association of National Advertisers; Milton J. Blair, vice-president, J. Walter Thompson Company; H. K. McCann, president, McCann-Erickson, Inc.; William H. Johns, president, Batten, Barton, Durstine & Osborn, Inc.; Joe M. Dawson, vice-president, Tracy-Locke-Dawson, Inc.; Frank T. Hopkins, vice-president and general manager, National Outdoor Advertising Bureau, Inc., and W. A. Gibson, Jr., Outdoor Service, Inc. K. H. Fulton will preside.

Made Commercial Manager, Stations WBZ-WBZA

Oliver Morton, Chicago representative of Westinghouse Radio Stations, has been appointed commercial manager of Westinghouse station WBZ-WBZA, with headquarters at Boston. He will be succeeded at Chicago by Milton W. Stoughton, for the last several years commercial representative of Station WBZA, Springfield, Mass.

Geo. B. Carpenter & Company Advance N. H. Goldman

Nathan H. Goldman, who has been with the advertising department of Geo. B. Carpenter & Company, Chicago, manufacturers and direct mill agents, is now advertising manager of that company. He succeeds H. V. Seavey, retired.

Scripps-Canfield League Moves Head Office

The Scripps-Canfield League of newspapers has moved its offices from Oakland, Calif., to Seattle, where it will be located at 1005 Textile Tower. E. W. Scripps will make his headquarters at the new Seattle office.

L. W. Brown with Mogensen

Lowell W. Brown, formerly with the Texas Daily Press League, has joined the San Francisco offices of M. C. Mogensen & Company, publishers' representatives.

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"Wait a Minute— What about THE BANKER?"



*The appropriation is decided, a
tentative list is made up—but
what about the Banker?*

In the majority of cases he must pass upon the plans before the agency proceeds with the copy. And your particular Banker is but one of thousands who are watching appropriations, sales plans and business development.

In 1932 what the Banker thinks of your product or service will have much to do with

the curve of your sales chart. In every community Bankers are vitally interested in the businesses of that community and the dealers who sell your product or service have their own bankers who must be kept sold on your program.

We know Bankers intimately. They own and publish this magazine. Therefore, we advise before you make up your final publication list ask yourself this question "What about the Banker?"

AMERICAN BANKERS Association JOURNAL

22 EAST 40th STREET NEW YORK

*Edited by James E. Clark • Alden B. Baxter, Advertising Manager
H. Kenyon Pope, 230 N. Michigan Ave., Chicago • R. J. Birch & Co.,
San Francisco and Los Angeles*

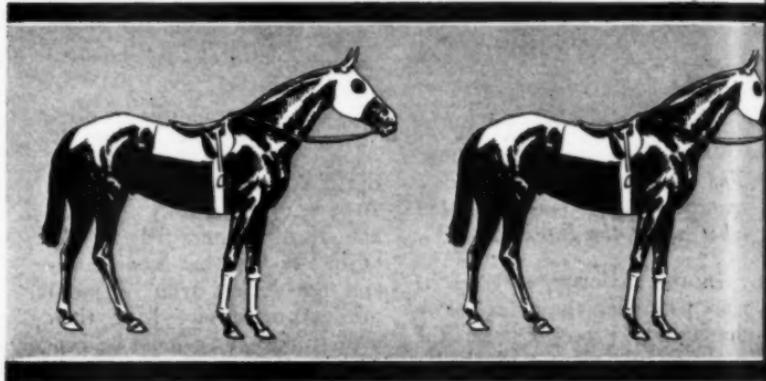
THE LARGEST PAID CIRCULATION IN THE BANKING FIELD

Nov. 5, 1931

BOSTON-GO'

T W O S O N
LOOK ALIKE

... until they start to run



BREEZE-BYE and PASS-BYE, the two racing sons of BOSTON-GO, are almost as alike as two peas. The same fine head, both eyes with "the look of eagles," the same splendid shoulders, powerful backs and stout quarters. But BREEZE-BYE is a distance runner and can race his mile-and-a-quarter and ask for more, PASS-BYE is a sprinter who "folds up" after six furlongs.

To the uninitiated advertiser, entering the "Three-Million"

BOSTON-GO'





of Greater Boston, there may seem little choice between the leading newspapers as advertising mediums.

To those who know, there is as great a difference as between EEEZE-BYE and PASS-BYE.

Boston's four leading metropolitan dailies, on careful analysis, resolve into two distinct groups. Those acquainted with advertising results in Boston will place three of these papers in one group. In the other, by itself, they will place the Boston Herald-Traveler.

The reason for this grouping is that Boston is in reality two cities in one. Its population, though an entity, is divided by an invisible line of heredity, environment, tradition, habit and sentiment, into two distinct bodies. So wide apart are these interests that no one newspaper can possibly appeal to both. As a natural result Boston newspapers have had to select which group of citizens they would serve.

The three leading contemporaries of the Herald-Traveler focus their attention on one part of this citizenry. The Boston Herald-Traveler is planned, written and edited to serve the interests of the other group—that part which experience has proved to be the backbone of Boston's buying capacity.

In substantiation of this statement we offer as evidence the judgment of both local and national advertisers—The Boston Herald-Traveler leads all Boston newspapers in total of advertising lineage.

To completely cover Boston, the fourth largest American metropolitan market, use the Herald-Traveler and one of the other three leading dailies.

nine years the Herald-Traveler has been in National Advertising, including all financial, automobile and publication advertising of Boston daily newspapers.

Advertising Representatives:

GEORGE A. McDEVITT CO.

New York Chicago Philadelphia Detroit

TO THE HERALD-TRAVELER



Worcester, Massachusetts

WORCESTER'S MILLION-DOLLAR DAY

Thursday, October 22, Worcester Day, was the most successful selling day in the history of Worcester, in the opinion of the city's leading business men. 100,000 shoppers spent in Worcester stores an amount conservatively estimated at \$1,000,000. Many merchants reported sales equal to, or greater than, any previous day's business on record.

Encouraged by individual instances during the past months of stores with sales gains of 10 to 106%, Worcester business men combined in a city-wide merchandising event designed to accelerate the entire season's business by conclusively demonstrating the values which the consumer's dollar now commands in the stores. That the merchants reached their objective is indicated not only by shattered sales records in many stores, but also by a flood of five-, ten-, twenty-dollar savings bank withdrawals immediately following the advertising for Worcester Day.

Concentrate your advertising in communities which have both the ability and the inclination to buy. The great Worcester, Massachusetts, market has both. Throughout the Worcester Market, city and suburban, wide diversification of industries makes for steady income and uninterrupted buying power. These people (over 433,000 of them) are exceptionally responsive to newspaper advertising. On October 22, 1931, they bought a million dollars' worth of merchandise in a day!

Cultivate this rich market by advertising in these newspapers which are read by 90% of all newspaper buyers in Worcester and the average 18 mile suburban trading area.

Average Net Paid [[DAILY . . . 105,559
Circulation || SUNDAY . . . 54,094

THE TELEGRAM-GAZETTE
Worcester, Massachusetts
George F. Booth, Publisher

Paul Block and Associates, National Representatives

New York Boston Chicago Detroit Philadelphia San Francisco

Radio's Friends Get Ready for Its Foes

Broadcasters Association Speakers Propose Improvements and Refinements

ALAST week at Detroit, radio station owners were frank to admit the deficiencies in commercial broadcasting. The occasion was the annual convention of the National Association of Broadcasters. Speakers did not hesitate to recognize and prepare for the business, political and perhaps legal battles that will have to be fought.

Henry A. Bellows, of Station WCCO, Minneapolis, and vice-president of the Columbia Broadcasting System, summed up the situation when, in presenting the report of the Legislative and Copyright Committee to the convention, he said, "This structure is in very serious danger. More people are after our scalps than in any other industry."

Wallace H. White, Jr., United States Senator from Maine, who, as a member of the House, has long been prominent in shaping radio legislation, told the broadcasters something they already knew when he said:

"There is constant pressure upon those of us who have been interested in radio legislation, to do something to restrict advertising over the air. There are indications which may not be overlooked, that there is restiveness on the part of the public and of the Congress because of the extent to which broadcasting facilities are today given over to personal or to purely private commercial uses."

"I hazard the opinion that through the pressure of public sentiment or through the exercise of regulatory power, there will be in the future a more restricted use of radio for these individual purposes. Proposals for legislation on both of these subjects are probable but these and other major problems in my opinion will not be disposed of at this time."

With all these negative forces in operation, it was not strange that the broadcasters should make a

general overhauling of their whole structure from the standpoint of being an advertising medium and trying to get fully in tune with the spirit of the times.

There was general agreement therefore with the sentiment expressed by John Benson, president of the American Association of Advertising Agencies, who during the course of his address before the convention brought up the question of what he called "the dual rate evil."

"This," Mr. Benson said, "is something the National Association of Broadcasters cannot officially deal with; it is an individual question between each station and its clientele. We hope, however, that the stations will appreciate the inequity of two rates for the same thing, especially with a wide difference, and the handicap they impose upon the national advertiser's use of radio, in competition with the local."

A start in the direction mentioned by Mr. Benson was made later by the adoption of a resolution suggested by H. K. Carpenter, of Station WPTF, Raleigh, N.C. This provided that member stations substitute the words "retail" and "general" for "local" and "national." In referring to the two advertising rates the convention also adopted, word for word, the standard of practice used by the Newspaper Advertising Executives Association in determining the individual business that shall be classified as "retail" or "general." Mr. Carpenter's committee refused to recommend whether a single or a double rate should prevail, this being left entirely to the individual station.

Another resolution adopted, and one that touches on a matter in which newspaper publishers have a keen interest, referred to the use of radio for advertising lotteries and contest offers. The association put itself

on record as favoring an "amendment to Section 29 of the Radio Act of 1927 prohibiting the broadcasting of any statement, proposal, offer or other verbal communication which, if written or printed, would be subject to exclusion from the United States mails under the postal laws of the country."

Such an amendment would meet the demands of newspapers which feel that advertisers, under existing legislation, are free to conduct contests over the air which it would be illegal to advertise in publications.

Further to entrench themselves with advertisers the broadcasters, at the suggestion of the Commercial Committee, adopted the following new standards of commercial practice:

Service to the listener is a primary requisite to commercial success.

Quality of production should never be sacrificed to commercial expediency.

Each advertiser should be required to make a contribution to the entertainment or education of the listener, for the privilege of reaching the radio audience with his message.

It should be the objective of each commercial station to maintain itself on at least a self-sustaining basis, since any other basis may be characterized as unfair competition with other stations or other advertising media.

Member stations should look with suspicion on any so-called "free services"—such as "educational talks," "Institutes," and other propaganda with which every station is now being deluged. While the material may be authentic and acceptable in itself, it nevertheless constitutes advertising copy for some enterprise, and should therefore be accepted only on a commercial basis. Income is the life blood of broadcasting stations—they should be self-supporting.

In the matter of station surveys, they may be of some value to the individual station, but the results obtained in any one locality do not indicate that the same results will hold true in other localities. In other words, the matter of station surveys is still one for individual stations to handle.

There is quite a discussion on the matter of paying a 15 per cent commission on talent as well as time charges, and while agencies seem to feel that nothing should be done which will give the advertiser the impression that the agency and the station are combining to increase his cost of talent, there nevertheless is the feeling, quite prevalent, that

the securing of commercial broadcasts will be made somewhat easier if the agency knows it will get a 15 per cent commission on its entire expenditure.

Where it is expedient or necessary to place a local dealer announcement immediately preceding or following a chain program, a rate should be set for that announcement—whether it be a spot rate or a full rate covering the time of the program to which it is connected.

A transcription program which is made for a national client should carry the general rate, even if it is placed on the station by a local firm handling the national client's products.

Dr. Frank W. Elliott of the Central Broadcasting Association, Davenport, Ia., in presenting a report of the Ethics Committee, tried to impress the broadcasters with his belief that "the owner of a radio station has a sacred trust imposed in him second only to that of the newspaper publishers." He feared that station owners, in their perfectly proper effort to make their plants pay through the broadcasting of advertising, were in some sense departing from the high standard of practice that obtained during the first two years of broadcasting "when it was almost scandalous to suggest making money."

Dr. Elliott sharply criticized certain current radio advertising.

"You station owners ought by this time to realize," he said, "that a lot of actors are trying to make reputations at your expense. You must remember that the public is your chief and first obligation. And if you do not keep off these objectionable features in connection with the advertising you broadcast, Congress eventually will do it for you."

The broadcasters were admonished by Earl Glade, former professor of advertising at the University of Utah and now connected with KSL, Salt Lake City, that they should at no time have an apologetic attitude toward advertising as part of their activities.

"Business needs good advertising now as never before," he said, "and radio can have a full man-sized share in producing it."

As evidencing the conviction of radio station owners—at least the

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CONSIDER YOUR PROFITS

LESS THAN two months
remain before books will
be closed on the year
1931.

Whether you will show a profit or a loss, your situation can be improved by last minute concentration in the Oakland Market. Here is a field of more than a half million consumers, not only willing but able to buy, when shown the advantages of your product.

If your plans for 1931 are complete, at least do not overlook Oakland during 1932.

Oakland Tribune

National Advertising Representatives:
WILLIAMS, LAWRENCE & CRESMER CO.
Los Angeles San Francisco New York
Chicago Seattle
Detroit

★ ★ ★ It Takes

Penetration

Superficial Coverage won't
do the Job
to SELL the

NATION'S BUSINESS, alone,

of all Business Magazines,

**Business
Markets**

OFFICE PENETRATION

of all Business Magazines,
NATION'S BUSINESS

Business Market

City by City—industry by industry,
NATION'S BUSINESS is ready to prove with
actual subscriber checks, giving individual
names and titles, that its PENETRATION of
IN CLEVELAND, for instance:
Among 130 of the 149 leading business
establishments of the city, NATION'S BUSINESS
has 505 executive subscribers.
That's 87% coverage of the firms, and an
average of 3.9% officers and directors in each.
That's PENETRATION
low cost, its leadership is unquestioned.

Well planned, intelligently placed
advertising
will still perform
wonders

but it must be thoroughly dependable and must appear in journals which enjoy high reader confidence, and circulate among people with ample purchasing capacity.

York County Pennsylvania

is a community where the level of prosperity remains remarkably even. It is covered completely and intensively as a whole by

The York, Pa. Gazette and Daily

in which this community has unusual faith, as a consequence of years of careful discrimination on the part of its publishers in favor of trustworthy advertising as well as news.

We Urge You to Investigate

HOWLAND & HOWLAND, Inc.
National Representatives

New York
393 Seventh Avenue

Chicago
360 N. Michigan Ave.

larger ones—that they can supply only one element in advertising which should be able to work in harmony with other media, it is interesting to relate that the association took affirmative steps toward attaining membership in the Advertising Federation of America. H. E. Christiansen of the A. F. A. central office extended a formal invitation. The matter was referred to the directors and by them to the executive committee.

At the suggestion of Dr. Bellows, who regarded it as a life and death proposition, the association declared emphatically against "the segregation of any broadcast channel or a group of such channels for any form of special interest or activity whatsoever." The legislative committee insisted that if Congress goes so far as to allocate even a single frequency "the orderly progress of Federal radio regulation is at an end and the industry will be plunged into a chaotic, endless and enormously expensive series of legal battles."

Another resolution declared the division of the country into zones for the purposes of the Radio Act "is contrary to all recognized principles of radio engineering." Still another resolution declared that the broadcasting industry "insists on its right to receive fair and reasonable consideration by the Congress before any bill proposing a modification of copyright laws is acted upon."

These officers were elected for the coming year:

President, Harry Shaw, WMT, Waterloo, Ia.; vice-president, J. J. Storey, WTAG, Worcester, Mass.; second vice-president, Paul W. Morency, WTIC, Hartford, Conn.; secretary-treasurer, M. A. Howlett, WHK, Cleveland, Ohio.

The Executive Committee was reorganized by the election of Dr. Bellows as chairman, the other two members being Frank M. Russell, vice-president of NBC, Washington, D. C., and William S. Hedges, WMAQ, Chicago.

Among the new directors elected are Walter J. Damm, the retiring president, WTMJ, Milwaukee, and Quinn Ryan, WGN, Chicago.

California Beckons to the Well-to-Do

The land of sunshine and orange groves is limiting its hospitality this winter to the well-to-do. The fall and winter advertising campaign of the All-Year Club, Southern California's national tourist advertising organization, will direct its appeal exclusively to the well-financed American business man and his family. The campaign also will ask readers to advise anyone, who might feel so inclined, not to come to California in search of employment.

The campaign, which will continue during November and December, will make use of forty-six metropolitan newspapers in the United States and Canada and twenty national magazines. The newspaper advertising will include rotogravure advertising in six newspapers and advertisements in twelve special winter resort issues. Twelve magazines will carry the Southern California advertisements in one color and eight will carry four-color copy.

Advanced by Owens-Illinois

Harold Boeschenstein, vice-president and general sales manager of the Owens-Illinois Glass Company, Toledo, has been appointed vice-president and assistant general manager. He is succeeded as general sales manager by F. J. Solon, formerly sales manager of the prescription, pharmaceutical and proprietary lines.

Smith L. Rairdon has been placed in charge of pharmaceutical and proprietary sales and Stanley J. McGiveran has been placed in charge of sales of prescription ware.

W. P. Allen Heads Childs

William P. Allen, a director and member of the executive committee of the Childs Company, has been elected president to fill the vacancy created in March, 1929, by the resignation of William Childs. Mr. Allen was recently vice-president of E. I. du Pont de Nemours & Company. Frederick C. Lane, senior vice-president of the Childs company, has been elected a director.

J. D. Walsh with Acme Photo Engraving

J. Don Walsh, formerly with the San Francisco office of M. C. Mogensen & Company, publishers' representative, has joined the staff of the Acme Photo-Engraving Company, San Francisco.

R. T. Sanford Joins Cuneo Press

Russell T. Sanford, formerly with *Class & Industrial Marketing*, Chicago, has joined the publication printing staff of the Cuneo Press, of that city.

Appoints Gale & Pietsch

The C. A. Mosso Laboratories, Chicago, have placed their advertising account with Gale & Pietsch, Inc., advertising agency of that city.

Let's Play Post Office

PERHAPS all these things we hear about the wild younger generation are true after all.

From the looks of things, advertisers have been listening to that popular song, that goes: "I don't believe in kissing, I don't

believe in kissing—more than one girl at a time."

The osculation-minded advertisers whose passionate pictures are shown below are Sal Hepatica, Sylvania Radio Tubes, Blondex, Heather Cosmetics, Wrigley and Pepsodent.



Memo to Creative Department

ORDERS issued to the creative department by a frantic executive after reading Henry FitzGerald's criticism of American advertising in the October 15 issue of PRINTERS' INK:

Now really, after all, you know!
An ad is quite a thing!
But isn't it enough to catch
A prospect on the wing?

Must we have beauty, too; and trust
The ending is not there?
What is this end we speak about?
Where are we when we're there?

Does it sell goods or goods sell it?
I'd really like to know!
There must be something to it for
It's causing quite a blow!

Some ads are much too pretty, I
Am almost forced to say.
Please, can't we have our beauty in
A bit less breathless way?

Why make our copy please the eye?
Why not be stark and grim?
Attractiveness must surely be
An advertising whim!

Be virile! strong! perhaps uncouth!
Spurn art; it is a weakness!
For ads that sell should look like hell;
Cut out this "cloying sweetness"!

L. MARTIN KRAUTTER,
Thos. M. Bowers Advertising Agency.

+ + +

A Poster Appeal



Page the Athenaeums!

KAYSER
hosiery · gloves
underwear

At all smart shops and the Kayser store,
473 Fifth Avenue, opposite Library

© 1931 J. A. CO.

Wear Kayser—
you owe it to your audience

When you add
to the windy days of spring
the short skirts prescribed
of fashion
you have good reason
to see that the name "Gotham"
is on your silk stockings!

Gotham Gold Stripe Silk Hosiery,
with a patent stitch near the top
which prevents the running of garter tears.

\$2

Woolf Brothers

1025-26-24-28 Walnut

ON the left we have an advertisement that shocked some of the righteous ladies of the Kansas City Athenaeum Club way back in 1921. They threatened to cease buying ladies' wearing apparel at Woolf's if this store didn't "tone down considerably," its hosiery advertising pictures.

Above we have a 1931 theater program advertisement of Julius Kayser & Company. Is there an Athenaeum in the audience?

* * *

Enthusiasm

"IT'S richest, strongest, best!"
[Puritan Malt.]

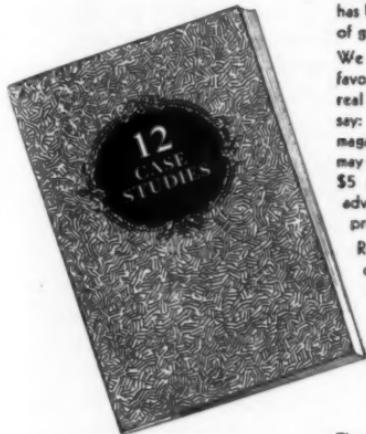
"After years of study here and abroad among music schools of every type the International Music Associates have developed and tried successfully a plan of instruction that is amazingly easier, quicker and cheaper than any reputable music course anywhere in the world!"

"Pepsodent is today's outstanding scientific toothpaste."

"Only Weatherbest can give your home enduring stained shingle beauty."

Read

what these 12 typical manufacturers say about their experience in the power plant field



Stripped of its superfluities, magazine advertising has but one purpose: to sell or help in the selling of goods.

We have heard numerous reasons advanced in favor of using various magazines other than the real reason. The sponsor of one magazine may say: "We have a good proposition here, and this magazine ought to be on your list." Another may say: "The very fact that our magazine sells for \$5 a year assures you of prestige when you advertise in it." Need we recite more? You probably have heard them all.

Recently Industrial Power grew curious and curiosity leads to investigation. It was decided to indulge in some research to determine exactly what makes a magazine a good advertising medium. Is it so-called and self-claimed prestige? Is it the size or wealth of the publishing house? Is it page size? Is it paid circulation? Is it age? What is it?

The research was broad, diversified, impartial. The results have been printed in a book: 12 Case Studies."

Every advertising and sales executive should read this book for its clarity of thought and the fundamental facts brought out.

Send for a free copy today.

Write
for
Your Copy
TODAY

INDUSTRIAL
POWER

608 S. Dearborn St.
CHICAGO, ILL.

Will the voice rise above the

AN OPEN LETTER TO THE CLEAR-THINKING BUSINESS MEN OF AMERICA . . . Eleventh of a Series

THE year just ahead will be a busy and noisy one. Think of the many changes brewing—in international relations, in domestic politics, in public and private finance, in the thought and activity of all the people.

Times of tension invariably raise the interest and value of *The Literary Digest*. Its impartially gathered information on topics of the day is a veritable fountain of knowledge to the serious, fact-hungry people who want to know both sides of every important question.

Next year, *The Digest* will be in the thick of historic happenings; with its accounts of the opening of Congress, debates on Debt Relation, the Presidential conflict—to mention only a few of the many real problems that only *The Digest* covers compactly, completely and fairly.

Can you think of a magazine more necessary in 1932 to families that intend to be informed and prepared?

Can you think of one more necessary to advertisers who intend to capitalize the sparkling energy of an electric year!

The Digest enters the best million homes with telephones, a market that buys two-thirds of all advertised products—and buys them first. *The Digest* interests progressive people only, people of active mind, high standards and broad interests. It selects from our melting-pot millions the great, solid central class (made up of families much like your own).

Next year, when the tempo of events speeds up, *The Digest* will be more interesting and more vivid and more important to more such people than ever before. Next year, advertisers



S O U N D I N G - B O A R D O F

ce the of your business *din of 1932?*

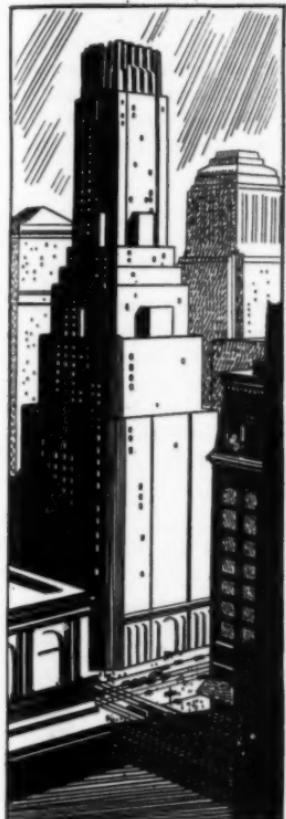
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will feel *The Digest's* tightened grip in terms of business done.

It is not yet too late to plan and produce an inclusive, incisive advertising series in *The Digest* for 1932. *The Digest* keeps close to the life of the times, going to press only seven days before delivery — thus having the speed of a weekly newspaper, plus its power as the leading news magazine.

Keep your prospects as well posted as *The Digest* keeps its readers. Send them your very latest news, every week in the year, by special messenger!

The Literary Digest has shown that quality circulation does not necessarily come in small packages. Over 70% of its subscribers are executives, owners of businesses or professional people. *The Digest* reaches 36% of all families of \$10,000 income and over, and 20% of all families making over \$5,000 a year. Its subscription list is a roster of ready buyers in the upper income brackets.

For 1932, advertisers buy a guaranteed average circulation of 1,400,000 preferred prospects. Ask for rates and further facts.

The Literary Digest

A M E R I C A N O P I N I O N

★

O F

[VI—Prospects Preferred]

Post Mortems Won't Help! The Patient Will Be Dead!



MANUFACTURING profits are based for the most part on operating effectiveness. Cost of performance is plant management's measure of effectiveness. And cost accounting is the machinery management sets up to obtain the information for executive decision.

Figures, however, are inanimate. In themselves they cannot decide. Management's job, then, is to get the figures—and translate them. Post mortems won't help. The patient will be dead.

Thus control of costs becomes plant management's prime mover. It is at the bottom of every step toward sound growth. No operating plan can prosper without it. Closely correlated with it is the selection of equipment. Every manufacturing program stands or falls upon the ability to choose the right tool for the right job. Without cost control the choice is made with all the chances for success that attend the unhappy participant in the old-fashioned shell game.

Nearly 30,000 men in all lines of manufacturing subscribe to FACTORY AND INDUSTRIAL MANAGEMENT. They read this journal because it is the only one devoted exclusively to the problems of plant management. Cost control is one important phase of their jobs.

These plant management men are primarily concerned with basic methods. They are constantly studying modern practice and working out new methods for their own plants.

These thousands of readers of FACTORY AND INDUSTRIAL MANAGEMENT are preferred prospects for you because of their constant and intelligent efforts to improve manufacturing performance. They need new equipment to put their plans into effect. Tell them through the advertising pages of FACTORY AND INDUSTRIAL MANAGEMENT how your equipment can help them.



Read by general managers, general superintendents, works managers, superintendents, etc.

FACTORY AND INDUSTRIAL MANAGEMENT

McGraw-Hill Publishing Co., Inc.

New York, N. Y.

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Turning Objections into Sales

Eight Current Alibis and Self-Starters for Answering Them

By Roy Dickinson

EVERY prospect has a defense mechanism. He must have or he would be broke. Some objections are red danger signals. The product may need repackaging or restyling, it may be passé.

But for every real objection which needs attention there are ten alibis; excuses. Let us do as the sales manager for a washing powder company did recently and put down the fundamentals. All answers to a salesman's approach may be divided into three parts:

1. An honest and sincere expression of a reason for not buying.
2. An expression of indecision.
3. An excuse not to buy.

In the first two cases, this sales manager believes that the customer should be given further information about the article and never be contradicted. "It does look that way, but have you ever thought of this idea?" has been found to be an advantageous opening to meet a sincere reason for not buying, or an expression of indecision.

Some objections should be investigated seriously by the production department.

How about the alibis? A collection not of general answers but self-starters to develop ingenuity may be worth considering.

First the always new but very old objection—

Your price is too high.

Seven effective methods for meeting this age-old objection have been described in a previous article.*

E. M. Gruen, sales manager of the Western Clock Company, well describes a system of making improvements in the product and yet keeping the price at the former level by economies in manufacturing cost:

"We recently brought out a new Big Ben of improved appearance

*"Seven Ways to Jump Out of the Price Rut," by Roy Dickinson, PRINTERS' INC., September 17, 1931.

and embodying two new mechanical features such as a silent tick and a chime alarm. With these additional features and improvements, we did not increase the price to the consumer. In order not to demoralize our retailers and jobbers carrying the old stock, we had reduced the production of the old Big Ben considerably in advance of the appearance of the new clock and we have adhered to our policy of urging jobbers and retailers not to cut prices on the old model.

"We have also circularized, with letters, all our customers in which we reiterated the company policy not to cheapen the quality of our line in any degree in order to meet competitive price. In no instance have we reduced our price below that of our competitors and in very few instances have we even attempted to meet their price.

"Whenever we find price obstacles bobbing up in the way of our salesmen, we attempt to counteract them by emphatic emphasis on quality."

We are completely stocked.

This is often a sincere objection from a man, who in the days of the recent past, was the victim of the wrong sort of selling on the part of quota-busting salesmen. More often it is an excuse which can be made an invitation to the salesman instead of a real objection. It calls for some honest-to-goodness resale ideas. It is the time to bring out the various dealer helps—counter displays, window trims, suggestions for local newspaper advertising. It is realized by sales managers in this year that no advantage is gained by forcing an order on a man when he isn't increasing his selling capacity. Pointing out how retailers in other cities have sold goods by leaving their front door step, has proved successful, as has proving that as a rule merchants are

overstocked only to the extent of their lack of merchandising ability. If the salesman has been properly trained in the home office as to how to estimate correctly the capacity of his customer's store for his merchandise, and then is given real ideas to help the dealer sell, the objection, "I am all stocked up," becomes merely an invitation to begin some general reselling work.

No local demand for your product.

Probably the classic remark of the salesman who asked his prospects to consider the striped barber pole, when this objection was hurled at him, is as good today as it ever was. Any stranger in a small town who wanted a shave, the salesman pointed out, would have great difficulty in making his demand for the shave known to a barber unless some sign attracted him. Unless the man with the goods to sell makes it easy for the prospect to turn latent demand into a real sale, his objection of no local demand means nothing. He is like the barber who wouldn't play the old-time barber pole.

Demand for any good product at the right time will come to the retailer who goes out after it. If he expresses a willingness to display a manufacturer's sign in his store, a sticker on his window and carton on the counter, his "no demand" answer is merely an invitation again. For no retailer can judge local demand unless he uses at least as much local pulling power as some other retailer somewhere who has co-operated with the salesman in using well-thought-out local selling plans.

Talk to me the next trip.

This excuse usually falls in class two, namely, an expression of indecision. It requires firmness and speed on the salesman's part rather than a serious attempt to refute it with charts. One salesman for a mattress concern listed on eighteen cards as many reasons why something humorous, dangerous or terrible might happen to prevent his being in town two weeks hence or in any reasonably

short period of time. After giving one such reason he says: "I have put down here seventeen other things which are very likely to come up to prevent my offering or your taking advantage of the selling plan I wanted to present to you today. You have already given me several minutes. We are just ready to go into the meat of the matter, which I came to see you about. Even if not one of these eighteen things comes up to prevent my next trip, we will have to start all over again next time. I will now proceed to read to you in numerical order all the seventeen other reasons I have ready."

Needless to say, this method has often resulted in the prospect giving this particular salesman the time and attention he wants and is entitled to there and then. The formidable array of cards, the salesman's obvious good humor and his intention not to take the "put off" objection seriously has made the buyer feel that he may as well give him the time then as later.

Your merchandise is too good.

This often becomes a mean objection to the salesman for a concern which has been emphasizing quality to offset the price argument. The salesman who represented the maker of a well advertised vacuum cleaner discovered that income tax figures were a valuable aid in vanquishing this "too good" argument. He was able to point out that there were not enough people in the higher brackets who would buy enough to run more than a few factories. "There aren't enough millionaires to crowd one street," he said. "It is the kind of people you are selling, the plain folks of America, who keep the wheels of industry moving. Give me a list of twelve of your customers and I will guarantee to sell the list at least one of our machines, if they haven't already bought a higher priced one. Let me have your best prospect list and I'll have it checked up against a list of automobile owners in the city. I'll make you a bet that the results will surprise you. The people still employed on wage

after giving us: "I have seen other men likely to offering or of the sell-present to we already s. We are the meat of come to see not one of comes up to we will have ext time. I d to you in seventeen ready."

This method has prospect giving salesman the wants and is then. The cards, the humor and the "put has made day as well as later.

good.

mean ob-for a con-emphasizing price argu-who repre-well adver-discovered s were a shing this e was able were not e higher enough to factories. millionaires said. "It are selling, erica, who stry mov twelve of ill guaran-ast one of haven't al-priced one. t prospect checked up mobile own- you a bet-prise you. d on wage

and salary jobs are the ones who are buying even now."

The salesman who continues along these lines usually gets the opportunity to help the dealer build up a local mailing list or to check his present list against some other list such as home owners, automobile owners or taxpayers. It is always a characteristic of human nature for a retailer to underestimate the buying power of his own customers, especially when he is searching around for a sales objection to throw in the way of a salesman who has almost sold him. Whenever the argument is used that the merchandise is too good, the salesman who will use his ingenuity can feel confident that the sale is more than three-quarters made. He needs merely a clincher like the offer to check a list, for his closing argument.

No money in the till.

In these days the prospect who says he would like to buy but he has no money offers one of the oldest hurdles in the course of salesmanship, particularly applicable now. It is an objection which never merits a flippant answer. It is sometimes true. Yet the man who is in financial troubles doesn't usually boast about it. The retailer who says he has no money usually means that he is afraid of the times just ahead and wants to proceed cautiously. Every sensible retailer knows that in order to clear up his obligations and get out of the woods, he must sell merchandise which rests for as little time as possible upon his shelves before moving out into the homes of his buyers, there to send them back for repeat orders and enable the retailer to make a reinvestment in other fast-moving merchandise.

One salesman tells retailers, who spring on him the idea that they are broke, many incidents about present big and successful men who have been broke at one time or another, and have come back on their feet during depression times by planning ahead boldly and going aggressively after their objective. Several important house mag-

azines have published lists of such men and this particular salesman has used them to advantage. He tells about one famous merchant who was broke three times in his life, but nobody knew it but himself. "This man," says the salesman, "kept his bad news to himself, used credit with men who believed in him and came back on his feet quickly. My firm believes in you. We are going to work with you every step of the way. You need our fast-moving line to sell goods quickly and enable you to reinvest in more goods. Let me help you sell. I'm not here to ask you to buy. I'm going to help you sell and turn into cash the merchandise you have now, and I know that you will reorder."

The only sure way for the retailer to stay short of money is to cling to goods that won't move off his shelves. When a man tells a real salesman he is short of money, it is the salesman's opportunity to give him a lesson in turnover.

Too busy to listen.

Many a man who has tried to shoo a salesman out of his store has been made to look when he won't listen. The spur-of-the-moment demonstration worked out by an ingenious salesman has done more to attract busy men than any amount of argument. There is usually a way for a natural-born salesman to make some sort of demonstration of the salability of his product. Some take more ingenuity than others to plan out. It is a safe bet, however, that the man who is too busy to listen is seldom too busy to look when sales are being made to his own customers by the man who wants to sell him something for quick resale.

Wait until I see.

There are many retailers who always want to buy the way a parrot talks. Such retailers buy with one eye on the competitor across the street or around the corner who may have totally different selling methods and cater to a different class of trade. He says to the salesman: "I won't buy this

trip. I want to see what sort of line the Beehive Store is going to push this season." One company has furnished its salesmen with a card quoting a great leader in the department store field who once said this:

"Show me a successful merchant or buyer and I will show you a man of fine initiative. You will never see such a man waiting in the background to see what somebody else is going to buy, or what merchandising policy some competitor is going to adopt. The successful merchant knows that there is only one secret for successful merchandising and that is to serve the desires and needs of the consumer and work for his best interest."

Another idea which has been used to advantage to offset the objection of the parrot buyer is a list of men throughout history who have achieved success by showing real initiative from the days of Copernicus, Columbus and Galileo to Wilbur Wright and Thomas A.

Edison. It is not difficult to show an open-minded retailer that the world pays its rewards to men who go ahead on their own responsibility, who act on their own judgment and experience, instead of waiting to see what another man is going to do. Obviously, we would all still be living in holes in the side of a cliff and hunting raw meat for dinner, if all men had acted in the past the way the "wait and see" buyer acts now.

This list of common objections is obviously incomplete. It would be a good thing if all sales managers would secure from their salesmen a list of objections which have been most frequently hurled at them during the week.

At a Saturday morning conference, the most common objections having already been tabulated and written down on cards, the whole sales force can be asked to discuss, offer answers, and otherwise bring out into the light of day the objections which may be in many cases mere excuses.

What Groucho Says

The Climax of Modern Ads. And Client Gets Cold Feet

DUNNO what I'm gonna do about Sanderson ads. Sanderson, you know, the package food people. I think old man Sanderson's kinda gone nutty. Been giving him the most effective hash layouts with expert advice copy in the whole list of modern ads.

Remember how we've had the most beautiful semi-nude beauts pointing to their tummies and showing the delicate "vita-pulchra" curve of perfect digestion? Yep, that beauty line which runs from the appendix to the heart. Remember how we make all the judges of bathing beauty contests give extra points for this curve? Remember we had a picture and testi. from Miss Aurora Illinois, Cynthia Kentucky and Psyche Minnesota? And we only hadta give these girls \$10 apiece. Miss Naida New York got high hat and wanted \$15 and we canned her.

Remember how we've used every quarter inch of our full-page space? Statement of Prof. G. G. Gagger as to the effects of the newly discovered "vitalgnomies" in physical development—in box at lower left corner. "Vitalgnomies" are the cat's whiskers, today—vitamines are old stuff. Then in lower middle we had a box telling about the broadcasting of the Vital Orchestra plus the Vital Quartette plus Skinny and Ginko, the remarkable wisecrack team. There's a beaut of an oval panel in the middle of the ad with a sex appeal border of fig leaves and inside of that a modernistic design of a "vitalgnomie" magnified a million times. In the lower right is another box telling how we give away spark plugs and fountain pens for the fifty best letters about the vita-pulchra curve.

That ain't all, either, not by a

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et
used every full-page of. G. G. parts of the "Economies" in a box at "Ignomies" today— Then in box telling the Vital Quartette are remarkable. There's a in the mid- ex appeal inside of sign of a million ht is an- give away pens for the vita-

So— They Hired A Chinese Doctor!

In China, so they tell us, a doctor is paid as long as he keeps people well. But when they're sick, he gets no pay.



That may be the old original wage incentive plan for all we know but it sounds like sense.

A parallel principle is being applied to the job of maintaining the "good health" of industrial equipment and buildings. When modern, continuous-production methods developed, industry soon learned that delays caused by equipment failures cost more than a staff of trained men employed to foresee and prevent breakdowns. So industry hired a Chinese doctor—better known as its maintenance engineering staff.

The men who make up maintenance engineering staffs are maintenance superintendents, plant engineers, master mechanics, chief electricians, and their assistants. They are paid for using their technical knowledge and experience in the selection, installation, programmed upkeep, replacement and repair of equipment and buildings so that costly production delays are prevented.

MAINTENANCE ENGINEERING is devoted to the job of telling industry's "Chinese Doctors"—men on maintenance engineering staffs in all industries—WHAT to do, HOW to do it, and WHAT TO DO IT WITH in the maintenance of plant equipment and structures.



[Read by maintenance superin-
tendents, plant engineers,
master mechanics, chief elec-
tricians, etc.]

MAINTENANCE ENGINEERING

McGraw-Hill Publishing Co., Inc., New York, N. Y.

not by a

EXCERPTA

*from advertisements that have appeared
in The New Yorker during the month of
O C T O B E R , 1 9 3 1*

ALFRESCO "A gentleman strolling outside the iron bars of Gramercy Park tells us that he observed within a young woman fast asleep. Furthermore, she was in bed." *Pepperell (Sheets & Pillowcases), Oct. 31, Page 3.*

REVIVAL "We are going in for glamour again." *Marie Earle, Oct. 10, Page 60.*

SURVIVAL "It so happens I don't smoke . . ." *Chesterfields, Oct. 10, Inside Back Cover.*

COUVERT "I know a hostess who wins her guests clothes at bridge, yet sends them home happy because she served them such delightful sandwiches and salads." *H. P. Sauce, Oct. 24, Page 52.*

LUNG POWER "It was lusty singing that swelled through the old hall, those evenings when the singing society met. Mamma Niemeyer, half way down the block, could hear without raising her window. She said she could even make out Papa Niemeyer's bass on 'O Tannenbaum.'" *Liederkranz, Oct. 3, Page 55.*

IMPOUNDERABLE

"You cannot own the stars or the wind or the purple dusk of summer."

Yardley's, Oct. 31, Page 6.

GLOOM CHASERS

"Individual Swiss Cheese. Very real looking. Shivers when you pick it up. Each 25 cent Metal Match Holder. When you strike the matches fly all over the room. Each 50 cent Piece of Soap. Real looking. Scented and all, but refuses to give lather. Very good. Each 25 cents. Cigarette Holder. Looks normal size but expands to one yard long when wanted. Each 50 cents."

B. Shackman & Co., Oct. 17, Page 78.

ARCHIVES "Reams and reams of fashion history are being written this fall upon the rough, crinkly surface of canton crepe."

Stehli Silks, Oct. 10, Page 6.

PROMOTION "Out of the kitchen into the fashion picture comes aluminum!"

Best & Co., Oct. 31, Page 6.

GENEROSITY "MEN WHO GAVE AWAY MILLIONS OF SHAVE HADN'T THEY?"

Probak Blod, Oct. 3, Page 6.

REDUNDANT "Great talkers have no need of ears."

*Benjamin Franklin Hotel,
Oct. 24, Page 63.*

SOLACE "Herbert Spencer remarked a long time ago that the consciousness of being well dressed bestows 'a peace such as religion cannot give.'"

*Elizabeth Hawes,
Oct. 3, Page 81.*

SERS "LE CONNOISSEUR" "This cheese. Very great Lover of women was hives who likewise a Great Lover of each 25 cent cheese."

*Blue Moon Spreads,
Oct. 10, Page 72.*

NOW OR NEVER "No but refusing one has time to get acquainted. Very good any more. People are introduced in mumbles, meet in . Looks no matches and disappear. First hands to impressions must be quick wanted. Each and devastating."

Letheric, Oct. 31, Page 3.

ENDS MEET "If you met yourself going to bed when you got up this morning . . ."

Tarrants, Oct. 3, Page 72.

DISCRIMINATION "No, Stehli Silks, Dr. Schoendoelfer, I find Aldous Huxley just a trifle advanced. But Skippy knocks me for a loop every time."

*New York American,
Oct. 3, Page 45.*

ENVY "I hope they smoke! Why—oh why—why isn't that *ME* on board instead?"

French Line, Oct. 10, Page 92.

"But you mustn't judge America by New York — New York is not America," the foreign visitor is warned. He soon discovers, however, that in no other city is to be found the essence of America as in New York.

First he notices that no true New Yorker would think of being born in that city. Thus its population is a synthesis of the whole country.

Then, when he explores the Hinterland, he finds that the spirit of those boys and girls who left home flows back so powerfully that even farmers' wives are using lipsticks and mechanical refrigerators.

THE
NEW YORKER
25 WEST. 45th STREET
NEW YORK CITY

Nov. 5, 1931

blame sight. Down the left-hand edge we name the food and tell how crazy over it all the grocers are. And to balance that a double line of print down the right-hand side about Mrs. Pulmona Asherton, the grand duchess of all the women's uplift clubs.

Oh, that ain't all, either. There were a few ends and odds besides, like the idea that both babies and old men need more "vitagnomies" especially. Most modern stuff there is, and most economical of space and all in one piece of copy.

Why do I think Old Sanderson's gone nutty? This was his own stuff. Been running it three months and gave away 40,000 spark plugs. Ain't that proof of effective appeal? The old boy came in to O.K. eighteen new layouts where we'd got in even more items. He sat down and began to look over these layouts, but they didn't seem to charm him as usual. "I got an idea," sezze, and we all got agog. "After all," spills the old boy, "aren't I trying to advertise something for people to eat?"

There is an idea in that but it hadn't occurred to him or any of us before. So the layouts are junk.

Gosh all Glory, if advertisers are gonna begin to figure on just advertising what they got and reasons why people should buy it, what's gonna become of all the marvelous advances in modern advertising technique?

GROUCHO.

Air Line Appoints Fonda-Haupt

The Maine Air Transport Company, Rockland, Me., has appointed the Fonda-Haupt Company, Inc., New York advertising agency, to direct its advertising account.

With E. H. Brown Agency

Edward A. Hoffman, formerly a sales representative with the A. G. Spalding Company, has been appointed national classified manager of the E. H. Brown Advertising Agency, Chicago.

Appointed by Raspin Productions

P. K. Thomajan has been appointed publicity director of Raspin Productions, Inc., New York.

J. B. Barry with House of Hubbell

John B. Barry, formerly with Wolf, Barry & Lampman, Inc., financial advertising service, has been appointed director of sales and manager of the bank service department of The House of Hubbell, Inc., Cleveland.

Form Hi-Flex Pacific, Inc.

Hi-Flex Pacific, Inc., has been formed with offices at 1807 Smith Tower, Seattle, as a national distributor of Hi-Flex liquid graphite for airplanes, automobiles and boats. The new company has appointed Pearce-Knowles, Seattle, to handle a Pacific Coast radio campaign.

Advanced by Grain Dealers Mutual

Walter E. Jackson, formerly advertising manager of the Grain Dealers National Mutual Fire Insurance Company, Indianapolis, has been advanced to the position of advertising and sales promotion manager.

A Business without an Address

Doris Conroe Day who was formerly with H. Armstrong Roberts, has started in business for herself at New York as an advertising photographer. She has no studio, doing all her work in rented studio space. Business cards carry two telephone numbers, Lackawanna 4-1441 and Watkins 9-5600.

J. S. Halliday Starts Own Service

John S. Halliday has started his own advertising service in Detroit. He was formerly sales manager with supervision of advertising of the Hugh Wallace Company, of that city.

W. H. White Heads Cook's Tours

W. H. White, for a number of years assistant general manager of Thos. Cook & Son, New York, travel agency, has been appointed general manager, succeeding J. I. Young, who has retired.

Appoints Simpers Agency

The Heinz Manufacturing Company, Philadelphia, manufacturer of metal stampings and pressed metal specialties, has placed its advertising account with The Simpers Company, advertising agency of that city.

Appoints Venable-Brown

The Gewert Manufacturing Company, Cincinnati, manufacturer of Ace tire vulcanizers, has appointed the Venable-Brown Company, advertising agency of that city, to direct its advertising account. Business papers will be used.

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Cold Facts with a Dash of Humor

DOCTORS and lawyers do not receive many humorous solicitations. To the contrary, most business solicitations directed at the professional man, and particularly those sent to the members of these two professions, are deadly serious.

Electrolux Refrigerator Sales, Inc., has come to the conclusion that, since doctors and lawyers have been known to enjoy comedy at the theater and in literature, they might be equally receptive to a semi-humorous appeal in a business message. Therefore, this company has written two letters for its dealers to send, one to doctors and one to lawyers, which inject at least a little ray of sunshine into a matter that is usually quite devoid of humor.

The letter to doctors reads this wise:

Dear Doctor:

"QUIET ZONE"—say the street signs in front of your hospitals. And even the most careless of us give heed.

"Absolute rest and quiet"—you prescribe for your patients. And gradually, as we learn the value of silence elsewhere than in the sickroom, we eliminate noise from our offices and our homes.

The kitchen can be in a "Quiet Zone," too. Clatter and noise need no longer go hand in hand with automatic refrigeration. Electrolux, the Gas Refrigerator, has changed all that!

Electrolux freezes with heat—without machinery—no noise, no

loud starting and stopping. The chilling action is continuous—and silent. Electrolux produces constant, healthful cold and ice cubes aplenty with never a whisper of sound—and saves its price in food and ice.

Knowing as you do, doctor, all about the cost of operations, I believe you might be much interested in the cost of operation of Electrolux. I should like the opportunity of giving you (briefly, of course) this and some other facts about this remarkable refrigerator.

Will you mail the card, please, permitting me to call?

Yours very truly,
(Salesman's Signature.)

The letter to lawyers is more brief.

It reads:

Dear Sir:

Haven't you often heard of cases where the true facts were so inconceivable that the strongest sort of testimony was necessary to obtain a favorable verdict?

It is hard to believe that ice cubes can be made by heat, that a constant temperature of 50° and less can be maintained in a refrigerator without machinery of any kind. Yet Electrolux does just this. "Incredible," you'll say until you know the true facts in the case.

I want to tell you in very few words, as a good witness should, the story of Electrolux. I believe you will find it amazingly interesting.

Will you return the enclosed card summoning me for questioning?

Yours very truly,
(Salesman's signature.)

In both cases, a return card is enclosed with the letter. One of these cards is reproduced below.

at _____ o'clock at
 My Office My Home
Signed _____
Address _____

will hear
your testimony regarding
ELECTROLUX on
_____ 193 _____

MA 1192 D
PRINTED IN U.S.A.

Nov. 5, 1931

**Fast Advertising Contact! Paid-for
ink and paper is always an active
advertisement on the small page of
the Detroit Mirror! Sized to gather
wobbly glances and lost looks, it**



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174

Tribu

quickly pulls them down full-force on the page as a whole! Even the small advertisement gets a show and its share! The union of seeing-certainty and the Detroit Mirror's 100,000 readers is an advertising buy that warrants individual and special consideration. Particularly today when agates are expected to exert every iota of their strength, even when they are victims of circumstances! Have you had an ad ignored lately? Remember the small page of the Detroit Mirror and Fast Advertising Contact!



DETROIT MIRROR

1749 WEST LAFAYETTE BOULEVARD, DETROIT, MICH.
Tribune Tower, Chicago • News Building, New York • Kohl Building, San Francisco

Personal Publicity for Salesmen

THE FIDELITY MUTUAL LIFE
INSURANCE COMPANY
PHILADELPHIA

Editor of PRINTERS' INK:

Have you ever heard of an attractively prepared folder showing, for instance, the name and photograph of a successful salesman on the cover, and inside a citation of merit for successful performance of a difficult selling job—have you ever heard of such a folder being used as an award to the salesman in question?

We have a sharp difference of opinion here as to the merit of such a proposal. One school of thought feels that personal publicity of this kind would be distasteful to all but low grade salesmen, and the other believes that the basic vanity in human nature would make such an award attractive.

The intention is to prepare a first-class folder for each of the winners in the sales contest, a quantity being run off for each of the qualifying salesmen. I should very much like to get the details of any such plan of which you have knowledge, and samples for inspection if that is possible.

C. P. MAYFIELD,
Manager of Publicity.

WHILE many manufacturers run photographs of winning salesmen in their house magazines together with details of their selling methods, it is difficult to discover any who put the picture of a leader on the front cover of the house magazine. In the case of life insurance companies of a mutual nature which are prohibited from awarding prizes of an intrinsic value, this question takes on an added significance although manufacturers in almost every line have at some time or another been faced with the problem of whether or not to play up the leading salesman.

The question very often is whether a high type of salesman will welcome so much personal publicity and also whether the pluggers who are low down on the list but who do the best they can in the territory month by month, do not actually resent seeing a man who leads the list played up too prominently.

One large company which has had a great deal of experience with salesmen who became discouraged when the leaders were played up

too prominently, adopted a totally different policy. Realizing that every sales force needs both the star and the plunger, and that the star who calls on the big order men does one sort of job and the plunger another—calling perhaps on several hundred smaller prospects, using his technical knowledge to help build a small customer up to a large one—this company considers the sales force as a business unit. Therefore, instead of having individual quotas for each man to shoot at, possible sales for each class of product are mapped out in advance.

The men in the department are shown the minimum and maximum estimated figures on each one of the company's lines. The whole force on each product receives an extra amount of money to divide if the maximum is reached. The vice-president of the company says: "Some of the big sales made today are partly at least due to the result of the plunger's persistent work over a long time. This sort of plan gives the plunger an even break. The individual salesman working under such a plan doesn't care whether the order on which he has been working is going to be placed finally in his territory or from another place. He does his best on it and when it comes in from whatever territory he gets his proportionate share of the total. To operate most effectively, it seems to me, a sales force must operate as a unit of the business."

The really important volume of business sent in week after week by steady pluggers is too often neglected in the enthusiastic battle for big business among the stars of any sales force. It is often possible to destroy morale among the pluggers by giving the big stars too much personal publicity. Many sales managers interviewed recently seem more or less opposed at the present time to plans for glorifying the individual salesman. The man who can give instead of get is doing a fine job under present conditions. He is a definite part of the timely policy of building up sales for profitable dealers. It takes the patient worker to build perman-

nently profits

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nently on the new policy of better profits from fewer dealers.

The Ziegfeld glorification idea for star salesmen doesn't please the patient plodder. Personal publicity for the big star therefore seems less desirable now than ever.—[Ed. PRINTERS' INK.]

Trade Commission Refuses to Reopen Mahogany Case

The Federal Trade Commission has denied a petition of the Mahogany Association, Inc., and the American Walnut Manufacturers Association for leave to intervene in the matter of the Gillespie Furniture Company, Los Angeles.

Last July 1, the commission dismissed a complaint charging this furniture company with unfair methods of competition involving use of the words "mahogany," "Philippine mahogany," and other terms of which the word mahogany is a part, to describe furniture said to be made of woods other than mahogany.

Commissioners Hunt and McCulloch voted in the negative as to the commission's action in denying the petition for intervention, Commissioner McCulloch filing a memorandum of dissent.

C. H. Stevens with George A. McDevitt Company

Clark H. Stevens is now with the Detroit office of the George A. McDevitt Company, publishers' representative. He was formerly with the Campbell-Ewald Company at that city as assistant space buyer.

O. V. Van Wyke with Hamman-Lesan

O. V. Van Wyke, formerly with the J. Walter Thompson Company, Inc., has joined the Hamman-Lesan Company, San Francisco advertising agency, as a copy writer.

H. A. Preston with Plumer, Inc.

Hugh A. Preston, formerly with W. O. Floing, has joined Plumer, Inc., Chicago, art work and color photography, as manager of its Detroit office which will be located at 646 New Center Building.

With "Time" at Detroit

William F. Gillespie, formerly with the New York office of *Time*, has joined the advertising staff of that publication at Detroit.

Marvin Winsett, formerly a member of the Winsett & DeMoye Advertising Agency, Dallas, Tex., is now with the Haverty Furniture Company, Dallas, as advertising manager.

Death of R. W. Pierce

Richard W. Pierce, vice-president of Henri, Hurst & McDonald, Inc., Chicago advertising agency, died at that city last week. He was thirty-eight years old.

Mr. Pierce had been a partner and vice-president of Henri, Hurst & McDonald for the last ten years, joining the agency in that capacity after seven years as an advertising representative with the Western office of the Curtis Publishing Company. As an advertising man, he was a specialist in "family conference" products—large-unit household products whose purchase involves the influencing of two or more members of the family. He believed in maintaining close touch with the actual merchandising scene and spent much of his time in traveling from coast to coast in the interests of those clients with whose advertising and merchandising activities he was associated.

To Issue "The Refrigerating Data Book and Catalog"

A new reference book for refrigerating engineers, with a catalog section for manufacturers serving the refrigerating industries, is to be published in March, 1932, under the title, "The Refrigerating Data Book and Catalog." The publishers are The American Society of Refrigerating Engineers, New York, who also publish *Refrigerating Engineering*.

Death of E. R. Allured

Earl R. Allured, publisher of *The Manufacturing Confectioner* and *The Confectionery Buyer*, both of Chicago, died at that city last week. He was forty-three years old.

He established *The Manufacturing Confectioner* in 1921, after some years of experience as an advertising salesman in the candy field. He started *The Confectionery Buyer* three years ago.

F. W. Colburn with Periodical Publishing Company

F. W. Colburn, formerly advertising manager of the Showers Brothers Furniture Company, Bloomington, Ind., has been made director of the service department of the Periodical Publishing Company, Grand Rapids, Mich.

New Jewish Monthly Appears

The Current Jewish Record is the name of a new monthly publication, appearing with the November issue, devoted to the interests of Jews. Sidney Wallach, formerly of the *Jewish Tribune*, is editor. Offices are at 460 West 34th Street, New York.

Death of H. E. Baldwin

Horace E. Baldwin, director of national advertising of the Joliet, Ill., *Herald-News* and a co-founder of the *Joliet News*, died at that city on October 27.

Typographers Hit Unsound Selling

UNETHICAL selling, which is being attacked in so many quarters, was given another jab at the recent convention held at New Orleans, of the Advertising Typographers of America. After discussing the question of harmful practices due to the present economic conditions, the following resolution was adopted:

Whereas, The Advertising Typographers of America has always through its publicity, its practices and code of ethics advocated the use of the Standard Cost Finding System as the only just basis for establishing selling schedules that serve as the only means for safeguarding the customer against overcharges, either through careless time records or through design, and whereby the typographer is enabled to properly run his business and give service, and

Whereas, present economic conditions have created a false buying psychology and

Whereas, it is an established business principle that no concern can sell its product for less than its cost of production and survive and

Whereas, it is beyond dispute that the wage scales of laborⁱⁿ our industry have not been reduced one penny, nor has the cost of material been lessened; which two elements are the main factors in the production of typography

Now Therefore Be It Resolved, that The Advertising Typographers of America assembled in its fifth annual convention at New Orleans, deplores the methods resorted to by various competitors in quoting under-cost prices as a catch-method to break into accounts which have been satisfactorily served by well-established houses for a long number of years, and

Be It Further Resolved that The Advertising Typographers of America stands ready and willing to cooperate with its customers in any endeavor to stabilize and assist the advertising business, but it condemns as unjust and unfair, efforts to destroy standards that are founded on proper business methods, as not conducive to the best interests of our country or to the restoration of prosperity.

Officers elected for the ensuing year are: E. M. Diamant, New York, president; E. G. Johnson, Chicago, first vice-president; A. S. Overbay, Minneapolis, second vice-president; P. J. Frost, New York, treasurer; Albert Abrahams, New

York, secretary, and G. Willens, Detroit, historian.

The National Board on Printing Type Faces also rendered a report on its work for the year.

Carter Envelope Has Texas Branch

The Carter Envelope Company of Texas has been formed, with a manufacturing plant at San Antonio, as a subsidiary of the Carter Envelope Company, Omaha, Nebr.

New Accounts to Frankel

The Grand Central Art Galleries, the Montross Gallery and the Deauville Sales Corporation, all of New York, have appointed the S. W. Frankel Advertising Agency, Inc., of that city, to direct their advertising accounts.

Percolator Account to Archer

Modern Products, Inc., Pittsburgh, manufacturer of coffee percolators, has appointed the Archer Advertising Company, Inc., Cincinnati advertising agency, to direct its advertising account. Business papers and direct mail will be used.

Appoints LaPorte & Austin

Valley Laboratories, Inc., Spring Valley, N. Y., manufacturer of beauty ointments, has appointed LaPorte & Austin, Inc., New York advertising agency, to direct its advertising account. Magazines and newspapers will be used.

Death of J. T. Bramhall

John T. Bramhall, formerly advertising director of the Michigan Central Railroad and, later, with the Santa Fe Railroad in a similar capacity, died recently at Boulder, Colo., at the age of eighty-one.

Buffalo "Courier-Express" Joins Associated Color

The Buffalo, N. Y., *Courier-Express* has become a member of the Associated Sunday Magazines, represented in the national field by Newspaper Color, Ltd.

Appointed by Prescott, Ariz., "Courier"

The Prescott, Ariz., *Courier* has appointed the R. J. Bidwell Company, publishers' representative, as its Pacific Coast representative.

Now Mac Kinnon & Metzendorf

The Mac Kinnon Studios, New York, advertising art, has changed its name to Mac Kinnon & Metzendorf.

The Monthly
goes NATIONAL

The print order for the December issue of The Western Home Monthly is 140,000! Only two months since the "National" Programme was announced—180,000 A. B. C. by Oct. 1, 1932; 100,000 in Western Canada and 80,000 in Eastern Canada.

**NATIONAL
COVERAGE
IN CANADA**

(GUARANTEED CIRCULATION)

1931 - - - - 115,000

(December Printing Order 140,000)

RATE \$1.00 PER LINE (No Increase)

APRIL 1, 1932 - 145,000

RATE \$1.25 PER LINE

OCT. 1, 1932 - 180,000

RATE \$1.50 PER LINE

(Two, Three and Four-Color Rates
in Proportion)

These rates, unusually low for first-class magazine circulation, are still more attractive by reason of the substantial bonus circulation which advertisers will receive during 1932.

Contracts to be on a split basis, bearing the rates applicable to the periods in which the space is to be used.

The benefit of this unexpected extra bonus circulation is passed on to advertisers. Study this medium. Note the extremely low milline rate.

For Canadian Magazine coverage—select The Western Home Monthly.

Consult your Advertising Agency, or Write the Publishers Direct

**THE WESTERN
HOME MONTHLY**

Published at Winnipeg, Canada

EASTERN OFFICE: 415 Toronto Harbour Commission Bldg., Toronto, Canada

WESTERN OFFICE: 713 Hearst Building, San Francisco, Calif.

"CANADA'S GREATEST MAGAZINE"

Selective Service Group to Be A. N. A. Guests

Members of the Selective Service Group, who have been commissioned officers in the Reserve Corps of the United States Army, will hold their first meeting at Washington on November 17. The evening previous they will be the guests of the Association of National Advertisers at its annual banquet.

The group is headed by William H. Rankin, president of the advertising agency which bears his name and whose appointment as a lieutenant-colonel was announced earlier in the year. He is chairman of the group which includes Lt.-Col. Carl Byoir, president, Carl Byoir, Inc., and Lt.-Col. Robert E. Rinehart, of the Rankin agency, who are vice-chairmen.

Other members of the group are Lt.-Col. Gilbert T. Hodges, president of the Advertising Federation of America; Lt.-Col. Lee H. Bristol, president of the Association of National Advertisers; Lt.-Col. Kerwin H. Fulton, president, Outdoor Advertising Sales Company; Lt.-Col. George F. McLellan, vice-president, National Broadcasting Co., and Major C. E. Walberg, advertising and merchandising counsellor, Milwaukee; Major Charles S. Hart, business manager, *Elks Magazine*, New York; Major R. K. Strassman, vice-president, *The American Weekly*, New York; Major Roy Dickinson, associate editor, PRINTERS' INK Publications, New York; Major Homer J. Buckley, president, Buckley, Dement & Co., Chicago; Major Louis C. Pedlar, president of his own agency at New York; Major G. R. Schaeffer, advertising director, Marshall Field & Co., Chicago, and Captain Keeler D. Pulcipher, publicity manager, Pennsylvania Railroad, Philadelphia. Hector Fuller is general secretary of the group.

W. J. MacInnes with Grant & Wadsworth and Casmir

W. J. MacInnes, who recently resigned as contact executive with the Wm. H. Rankin Company, will become executive vice-president of Grant & Wadsworth and Casmir, Inc., New York advertising agency, effective November 15. During the war, Mr. MacInnes was director of advertising and publicity for the United States Government Division of Films and War Expositions.

Represents Charlotte, N. C., "News"

The Charlotte, N. C., News has appointed the E. Katz Special Advertising Agency, publishers' representative, as its national advertising representative.

Death of F. E. Morris

Fred E. Morris, general manager of the Davis Brothers Fisheries Company, Gloucester, Mass., died at that city this week. He was fifty-one years of age.

A Record?

How many advertisers can match or better the record of the Campbell Soup Company which, last month, had its one thousandth advertisement appear in *The Saturday Evening Post*? Here is a case which, it can be prophesied, will be cited many times by the proponents of consistency in advertising.

The first advertisement in this long series appeared in the issue of September 11, 1909. It was not the first Campbell soup copy in a national publication, nor was the F. Wallis Armstrong Company, as many people believe, the first agency to handle this account, though all the 1,000 advertisements were placed by it.

This long record with one publication testifies to the value placed upon advertising consistency by the late Dr. John T. Dorrance, under whose guidance Campbell's Soup was developed into a leader among nationally advertised brands.

National Biscuit to Start Coast Newspaper Campaign

The National Biscuit Company, now producing a line of Uneeda products in plants of the Pacific Coast Biscuit Company, absorbed over a year ago, will initiate a new newspaper campaign in that territory for these products beginning November 6. This newspaper campaign is being handled by Botsford, Constantine and Gardner, Inc., advertising agency.

Unguentine Account to Go to Gumbinner

The Norwich Pharmacal Company, Norwich, N. Y., has appointed the Lawrence C. Gumbinner Agency, New York, to direct the advertising of Unguentine, effective January 1, 1932. This appointment does not affect other Norwich products. The advertising of Norforms continues to be handled by the Gumbinner agency as heretofore.

Julius Wile Account to Grant & Wadsworth and Casmir

Julius Wile Sons & Company, Inc., New York importer, has appointed Grant & Wadsworth and Casmir, Inc., New York advertising agency, to direct the advertising of its Rivoli Brand of table delicacies, Carr Biscuits and Farmer's non-alcoholic French cordials. Metropolitan newspapers and community magazines will be used.

Appoints Badger & Browning & Hersey

The Consolidated Laundries Corporation has appointed Badger & Browning & Hersey, Inc., New York advertising agency, to direct its advertising account. Newspaper, outdoor and direct-mail advertising will be used. This agency, recently organized, has offices at 220 East 42nd Street.

In Defense of American Advertising Art

A Feeling for the Beautiful Has Always Been an Inherent Urge in the Human Soul

By C. K. Morris

Art Director, Critchfield & Company

IN a recent article in PRINTERS' INK ("There Is Too Much Art in American Advertising") Henry FitzGerald asks: "Has beauty of presentation become a fetish with the professional advertising man in this country?"

To this question the average American advertising man of experience would no doubt answer: "No, it has not become a fetish, but a necessity."

Probably to one born and bred in English or Continental surroundings, the appearance of American advertisements may give the impression that the "entire advertising fraternity is bemused with beauty, caught up in the

spell of it, as in the high fervor of some great Spiritual Crusade." Our advertisements may lead one such finally to conclude that: "Herein lies the danger that beauty of presentation should become an end in itself."

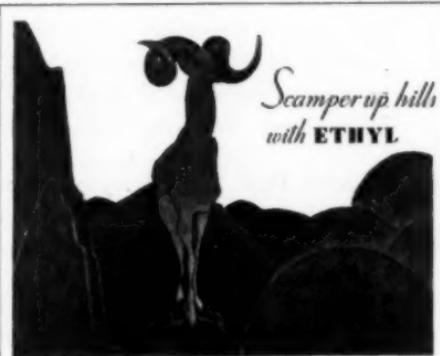
Advertising may not be an exact science, but enough has been learned by American advertising men through trial and error during the last half century, and recently by more scientific methods, to know that pictorial presentation in an advertising appeal cannot be set aside or even minimized today, if the advertiser expects to register any degree of success for the article advertised.

Some advertisements and some pictures are undeniably better than others and doubtless that always will be so.

But the tendency to a greater elegance of pictorial presentation has been growing for the last fifty years and will no doubt continue to grow, as a review of any of the illustrated magazines in America, during that time, will show.

Select a group of advertisements from periodicals, say forty years ago, and compare them with advertisements ten years later and these with advertisements of twenty years ago. The comparison is not only noticeable along these lines, but striking, even to the uninitiated.

This progressive change in the physical appearance of advertising



Bucky Mountain sheep have the steepest vigor Ethyl gives motors on hills. But that Ethyl Gasoline doesn't make cars run better on level roads, it does. But you ought to try it on hills. There's where controlled山羊 gets a full chance to prove its value (and strength). The Ethyl Gold in Ethyl Gasoline prevents uneven combustion that causes power-waste, harmful "knock" and overhauling changes them to smooth, peppy-purring steeds of power that bring out the best in your motor. Ethyl Gasoline Corporation, New York City.



ETHYL GASOLINE

Advertising Today Is Certainly More Beautiful Than It Was in the Past (See Illustrations on Pages 104 and 105) and Modern Advertisers Think That Beauty Pays

Let's look ahead

TWO gray years. Through their confusion we see the birth of certain ideas which will set the keynote for distribution for the next ten years. Also we see the birth of competitive policies which, carried to the limit, threaten the fabric of distribution.

So, let's look ahead. Where will these ideas and policies lead?

The answers to some of our questions we can find in the November issue of PRINTERS' INK MONTHLY.

Loss Leader Retailers—Economic Criminals—The loss leader used to be a dealer problem. Today it is the problem of the national advertiser, his advertising agent, his publisher. It threatens their revenue.

A Sales Plan That Beat the Depression—This plan revolutionizes accepted sales policies. Its greatest recommendation is not that it worked this year—but that it will work in 1932 and 1942.

The Future of Voluntary Groups—Few men know more about voluntary retail groups—voluntary chains—than Henry King, president, King, Dobbs & Co. He has built one of the most successful voluntary groups in the country. In this article he doesn't talk about the past. That's over the dam. He's interested in the future.

The Old Tricks Won't Work—Here Roy Sheldon, Calkins & Holden, expresses that gnawing discontent with things as they have been that is stirring in the hearts of a great many agency men.

The Salesman Over Fifty—Fire him? Keep him? A veteran sales manager discusses dispassionately the old salesman's strength and weaknesses. Further, he shows how the fifty-year-oldster can be turned to account.

Sales Mindedness—A Way Out of the Price Rut—Business has been price mad. But now it's the morning after. Roy Dickinson shows several ways of getting back to a sane policy, free from competitive price fights.

In addition to these articles there are a dozen how-to articles, packed full of usable ideas for today.

Whether you are looking ahead a year or ten years, whether you want an idea that you can use today or tomorrow, PRINTERS' INK MONTHLY fits your business reading needs. It is a distribution-minded magazine for distribution-minded executives.

During the next twelve months it is going to be of greater value than ever before. We don't know where else you will find such a merging of immediate practical help with ideas for future leadership. Send in the coupon today.

PRINTERS' INK MONTHLY, 185 Madison Ave., N. Y. C.

Gentlemen:

Please send me PRINTERS' INK MONTHLY for the next year, beginning with the November issue. I'll expect you to send an invoice for \$2.00 to cover my year's subscription.

Name _____

Company _____
(position)

Street _____

City and State _____

THE LEWIS

Celebrated Underwear.

With Patent Tension Yoke. Sold on our positive guarantee. Unequaled in purity of stock and beauty of finish, and admitted by the best trade to have no superior in the market.

Full-Regular, Extra-finished, Tailored, Trimmed. Absolutely perfect in Construction. Reasonable for Men, Women, and Children in combination suits and separate Garments.

Ask your draper for it, and take no other.

LEWIS KNITTING CO., Janesville, Wis.

This Advertiser Probably Thought This Advertisement Was Beautiful Back in 1891

must be due to some cause or causes affecting the minds of the people, otherwise the style of forty years ago would still be our pattern and doing service today.

Either advertising men now recognize the importance of psychology as an aid in understanding the emotions and preferences of the mind when under certain definite stimulus and are being guided accordingly in the preparation of their appeal, or they are still operating on the old hit-or-miss policy of a discarded system, hoping against hope that they may somehow score. However, the successes of the former method prove the latter to be greatly in the minority.

There are changes taking place in the minds of the people, a certain but gradual transformation or reaction due to the great variety of new devices that surround us and that gradually change our viewpoints of life as well as our manner of living, because science and invention, during the last fifty years, have "gone places and done things" and are still doing so.

Steam, electric and air transportation alone have changed our

habits of living and modes of thought, in even that length of time, to such an extent that the older methods of life would be intolerable to the generation of today.

Consider the effect of chemistry as applied to industry, of steel construction and the changes it has wrought in our habits of life, of food product preparation, of sanitation, both in and out of the home, of radio and its effect, and coming closer to our subject, the motion picture, which has, in a short span of years, made us all more "picture minded."

One of the reasons why our advertisements can and do appear in a more beautiful dress is that invention in photography, in plate making and in printing, during the last few decades, have made it possible to eliminate much of the crudeness of the older illustrated pages.

A feeling for the beautiful has always been an inherent urge in the human soul, as far back as we have any record of human endeavor; from the crude art attempts of the savage it has grown and developed in keeping with

Olivillo
ALKALI-LYD

Read it Forward!
Read it Backward!
Then Try it!

A luscious, refreshing toilet and bath soap, made from purest imported olive oil combined with lanolin and coco butter. 10 oz.
Price, 10 Cents at all Dealers
Or Uncle Sam's Mail brings a cake for 10 Cents
ALLEN B. WRISLEY CO. (Chicago)

There Was a Noticeable Advance in the Physical Appearance of Advertisements by 1901

What is an Amberol Record?

More than 1,500,000 families—
families that they have reached
out of places where they never
thought before—where they purchased
their Edison Phonographs—and
by far the best of the time. Then came
Edison Amberol Records, with the
same quality of record, plus more
in the way of richness and tone.
Edison Broadcast Records, but
strong more than twice as long.
Musical infections, beyond the
scope of other records, have had
and still have the power of exerting
a decided, complete, without
hesitation or warning—complete
but born this way, all the voices
and all the elements of the song
are there, and the whole record
is a musical masterpiece.

Edison Phonograph

In 1911 the Illustration Frequently
Dominated the Advertisement

the progress and intelligence of the
race and there seems no reason
why the love and desire for beauty
should not develop a
healthy craving to have
even our advertisements
keep pace with the rest
of the improvements.

Mere prettiness in art
is unquestionably weak
and flabby, but our critic
has not accused us of
this, for he says: "Indeed
the effect of some
single advertisements is
kin to a species of
swooning delight, so
exquisitely poised is the
whole, so skilfully bal-
anced as to its com-
ponent elements, so
flawless in the nice ad-
justments of its finer
values—like one of
nature's more complex
blooms."

No, it is not prettiness
that he is objecting
to, but beauty, for
he thinks "The line of
beauty is the line of
least resistance" and
that "the pursuit of a
practical end by practi-
cal means is something



Inferwoven Socks Light-weight Ribbed Wool

far more difficult." But all of this
beauty in advertising that is being
used by successful manufacturers
who spend from a few thousand to
several millions a year on their
advertising appropriations would soon
stop if this appeal had not been a
practical means to a practical end—
sales.

Certainly no artist and possibly
no philosopher could subscribe to
the assertion that beauty is an in-
dication of weakness or degeneracy
in any line of endeavor, for it is
only the beautiful in art, architecture,
literature and music that sur-
vives the ravages of time and re-
mains as a gauge for ourselves and
future generations to measure the
worth of their progress and attain-
ments along these lines. True
beauty in any line is but a re-
flected truth of nature, insofar as
the human being is concerned; if we
were bees or bats we might see it
differently.

(The advertisements used to illus-
trate this article are reproduced to
show the progress of beauty in ad-
vertising during the last forty years.)



The Tendency to a Greater Elegance of Pictorial
Presentation Had Grown Greatly by 1921

Making the Sales Contest Ring the Bell

NASH-FINCH COMPANY
MINNEAPOLIS

Editor of PRINTERS' INK:

In sales promotion work, I am called on by our branch managers very often for ideas for sales contests.

With over sixty houses, you can realize that it doesn't take a very long time to run dry on new ideas.

In a recent issue of PRINTERS' INK I noticed a letter from one of your subscribers thanking you for a list of articles on sales contests and I would appreciate very much if I might have what articles you have available on this subject.

L. G. PUNCH,
Merchandise Department.

THE sales contest undeniably holds forth genuine opportunity for stimulating business. Of course, like every stimulant, its use is attended with certain risks. Unless the contest is properly planned, it may result in a train of evils such as overloaded customers, disgruntled losers among the sales force, swelled craniums among salesmen who through good fortune or miscalculated quotas came out on top, etc.

Perhaps the initial approach to the sales contest ought to be a determination by the management of the objective to be reached. Interestingly enough, the goal, these days, is with increasing frequency becoming something other than a direct jump in sales. For example, contests based on opening new accounts are becoming more popular. Also, some companies are using contests to encourage collection work by their salesmen. The plan of framing the contest so that its terms encourage the salesmen to concentrate on the more profitable items in the line is also being favored.

Having decided upon the contest's objective, such matters as contest theme, duration of contest, giving all salesmen equal chances, awards, and that most important problem—preventing the after-contest slump—come up for consideration. These phases of sales contest procedure have been comprehensively covered in the PRINTERS'

INK Publications and a typewritten list, furnishing the titles of the articles, together with the dates of the issues in which they appeared, is available on request at no charge.

The contest theme has always been the most debatable feature of sales contest work. The debate, of course, has centered around the use of "games" as the basis of the contest. Those opposed to the idea insist that these games are childish, that they substitute the spirit of the football cheering squad for sound selling ideas. On the other hand, E. R. Squibb & Sons pointed out in a recent issue of PRINTERS' INK that their experience with contests, over a period of ten years, had proved to their satisfaction that these games constituted the most effective contest theme so far as the Squibb selling force is concerned. Squibb backs up its belief with the unanswerable argument that sales this year will break all records.

As with all other sales problems, the solution "all depends." It depends upon such factors as the make-up of the company's management, the make-up of the sales force, the line that is being sold and the contest's objective. We do incline to the view, however, that the terrific struggle waged by some sales executives for new and novel contest themes is, to some extent at least, an unnecessary expenditure of effort. Squibb's contest this fall, for example, is based on that ancient and seemingly overworked idea of a football game. Yet the Squibb sales force of over 300 men is consistently exceeding quotas each week of the contest.

Give the salesmen a concrete and attainable goal toward which to strive, add a worth-while inducement that will make them put forth special effort to reach that goal, put everybody on an equal footing, and the contest theme becomes relatively unimportant.—[Ed. PRINTERS' INK.]

New San Antonio Business

Robert Towery, until recently in charge of advertising and sales promotion of the Straus-Frank Company, San Antonio, Tex., has started his own advertising service in that city.

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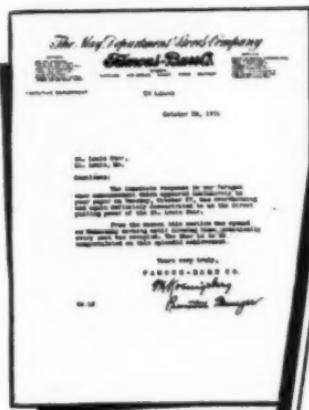
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in charge
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Antonio,
vertising

From . . .

"The Largest Advertiser in One Newspaper in the World"

To . . . THE ST. LOUIS STAR



October 26, 1931.
ST. LOUIS STAR,
St. Louis, Mo.

Gentlemen:

The immediate response to our Paragon shoe announcement, which appeared exclusively in your paper on Tuesday, October 27, was overwhelming, and again definitely demonstrated to us the direct pulling power of The St. Louis Star.

From the moment this section was opened on Wednesday morning until closing time, practically every seat was occupied. The Star is to be congratulated on this splendid achievement.

(Signed)

FAMOUS-BARR CO.
M. Koenigsberg,
Promotion Manager.

Reproduced above is an unsolicited testimonial letter from the advertiser described for years in an advertising compilation of another St. Louis newspaper as "the largest advertiser in one newspaper in the world."

Advertising in The Star produces equally well for advertisers, regardless of size. Probably that is why, in this year of 1931, the lowest point of the great depression, THE

ST. LOUIS STAR IS AHEAD IN TOTAL PAID ADVERTISING ON THE YEAR TO DATE, COMPARED TO THE IDENTICAL PERIOD OF 1930. This record is not even remotely approached by any of St. Louis' other three fine newspapers.

It is also significant that The St. Louis Star closed October with the highest net paid daily average circulation of any October in the entire history of this newspaper.

THE ST. LOUIS STAR

National Advertising Representative—GEORGE A. McDEVITT CO.

Dealer Helps That Retailers Are Glad to Use

The Eleventh of a Series Appearing in the First Issue of Each Month



The R. B. Davis Company has distributed 100,000 of these counter cut-outs. Full of human interest, shows the product, allows space for insertion of price, and ties up with the national advertising



Part of a Christmas display by the National Carbon Company that can be used year-round. Neatly displays the product on the counter. Height is 8½ inches. No charge



Distributed by Chesterfield in virtually every city and town in the country. The cut-out measures 4 feet by 4 feet

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More than 15,000 Kraft-Phenix
Cheese Corp. racks now in use.
A modern piece of self-service
equipment. Built of steel wire—
it revolves. Definite sales in-
creases traced to its use.



*That umbrella is the real thing—
although made of paper. A cute
display. So cute, that 50,000 have
been distributed during the last
year. No charge.*



The Warren Telechron Company sells
this display for \$1.50. It is of the elec-
tric flasher type; when the light goes
off, the background disappears. For
counter and window use

How Has the Depression Affected Agency-Client Relations?

(Continued from page 6)

vice, advertisers have that idea pretty well planted in their minds. And since, during the golden decade, advertisers heard no complaints from the agencies about compensation, they naturally figured that the 15 per cent was adequate pay.

"Besides, in their effort to substantiate their service claims, agencies increased their facilities to meet the client's every need. In fact, the client was always urged to make full use of said facilities, regardless of the size of his account. Agencies were able to permit even small advertisers to use a number of these facilities gratis because the cost of maintaining them came out of the commissions from larger accounts. Today, because of reduced appropriations, the agencies are literally forced to curtail the use of certain facilities or carry them on at a loss.

"This sudden change of agency attitude regarding service naturally puzzles the client, and he has a perfect right to demand explanation. He has been so repeatedly told that complete service was the agent's paramount interest in his account that he can't be blamed for kicking when he doesn't get it, regardless of the amount of his appropriation."

One pertinent suggestion to avoid these super-service complications in the present agency-advertiser relations was made by Hopkinson, another member of the agency discussion group. He recommended that agencies adopt the term employed by the late John Lee Mahin, who made it a life-long practice to call advertisers "customers" and not "clients." Hopkinson advanced the thought that the term "client" is interpreted these days by advertisers to entitle them to greater privileges and services than would ordinarily be expected if the relationship between the advertiser, and agency was that of a "customer."

"Back before 1929," said Hopkinson, "when business was splendid, and advertising appropriations and agency relations were arranged mainly through the advertising manager, everything ran smoothly. However, during the last few years, when appropriations dwindled, the 'brass hats' of the sales and other departments of the client began to figure prominently in the agency picture.

"At first, this new interest of the top-executives of the client in the advertising was complimentary to the agency. However, these newcomers, with their duties lessened through the falling off of business, soon began to think up a whole lot of things in which the agency could assist them, such as sales and survey problems, activities of competitors, new product researches, first-hand investigations of sales territories and whatnot.

"Rendering this type of service costs money for the agency, but these higher-up sales and manufacturing executives felt that it was the routine agency job and was not billable. In fact, they opined that this service was necessary to their type of account. That they were no longer spending any money for advertising never was considered by them at all.

"If you brought this important matter of compensation to their attention, these 'brass hats' immediately reminded you that you had made good commissions from their account in the past, and if you were still interested in any future billings, you had better carry on.

"In short, they had the 'client' complex. If these executives had the 'customer' complex regarding their agency, they would not expect this service without paying for it. For example, these same executives had undoubtedly bought a lot of supplies from certain companies during the boom times, and received value for what they paid. Yet, today they wouldn't, by the widest stretch of imagination, expect these same supply companies to give them material free to tide them over until they were ready to buy from them again in the future. In the final analysis, an advertising agency is simply selling

Thank you, Editors

(This Copy Written by the Circulation Manager)

We have just received our new A.B.C. report.

It shows an increase of 1,706 over last year.

Not a tremendous increase—but enough to make a circulation manager feel like crowing in these days when even roosters crow in *sotto voce* when they look at the slump in the egg market.

With business as it is we actually have 4,888 more subscribers than we had last year. 55% of our subscribers signed up for two and three years.

Our newsstand sales are far higher than those of any other business magazine.

Yet—I do not crow.

Because I know that this increased popularity of **FORBES** among America's business executives is not due to any achievement of mine.

The credit for FORBES' growth goes entirely to our editors.

They are simply rendering such a vital service to American Business that recognition and acceptance follow as a matter of course.

They have geared the gait of FORBES to today and tomorrow—to new conceptions in merchandising, selling, production, investing, financing—and in the Business of Life.

In that service **FORBES** has no competitors.

FORBES

BUSINESS — FINANCE — BUSINESS OF LIFE

120 Fifth Avenue, New York

B. C. Forbes, Editor

Walter Drey, Adv. Director

Nov. 5, 1931

its services. These services should not be given away free on past business or the promises of future business.

"Possibly if all agencies would regard their clients as 'customers,' and instil in their clients' or rather 'customers' minds, that they are supply houses, possibly the agency would make more money and the 'customer' would be better satisfied."

That this free plus service policy of agencies during these days has not only seriously affected the profit sheet of the large agency but has considerably handicapped the smaller agency was testified by Blackmer, who participated in the group discussion.

"Recently, one of our clients, a large manufacturer who was potentially a large advertiser, but who actually spent very little," stated Blackmer, "requested us to perform a nation-wide research job. We were perfectly competent to do this job, but naturally we would have to secure some outside help. The cost of this national analysis would easily have run into about \$30,000, and we frankly told the client that and asked him to defray the costs. Their account, in spite of big potentialities, had never exceeded more than \$80,000.

"No sooner had we refused to undertake the research job than our client had offers from no less than a dozen larger agencies who promised to do the analysis for nothing. One of these larger agencies got the research job and the account. Certainly, I understand that the larger agencies have the facilities for doing big research assignments, but those facilities cost money to operate. In spite of what the analysis brings out, I know from several years' experience with this account that the agency now handling it will not get more than \$100,000, if that, for the next year's appropriation. Through this plus free service practice policy, this larger agency will be carrying this account without a profit for several years. It takes a long, long time to write off a \$30,000 service item on a \$100,000 account."

Commenting upon Blackmer's experience with the above account,

Jephson pointed out that the present keen competition among agencies to get business on any terms has disrupted to a certain extent the traditional open-minded and camaraderie relationship which formerly existed between agent and client. Practically every account in the country today is being bombarded by agency solicitors.

Watching the Financial Statements

Jephson remarked that the financial statements of advertisers are watched to the eyelash, and if profits are off there are plenty of dapper, energetic agency "new-business" executives awaiting upon the president, sales manager, treasurer, and every other officer in the company to tell them that it was the fault of their company's advertising. Maybe it was, and then again maybe it wasn't, but the officers, looking about for a ready-made alibi, invariably seize upon it.

"Company officers like the advertising alibi," tartly declared Jephson, "because it is one of those general statements that is hard to explain away. It is not easy to be specific about the success or failure of an advertising slant. But, best of all, blaming the advertising permits these officers to shift the responsibility for failure from their shoulders to those of an outsider—the agency."

Jephson further illustrated how this wholesale solicitation by agencies in these crucial times starts advertisers on a hunt for flaws in the agency's service which in the past they usually overlooked.

"Clients today are turning a scrutinizing searchlight upon every dealing which they have with their agents," continued Jephson. "They have heard so much from agency solicitors about what they can get from other agencies, they mean to get it for themselves from their own agencies.

"Previously, advertisers were mainly concerned in planning complete campaigns months in advance, and then thoroughly merchandising them to their wholesale and retail trade, but today, a great majority of advertisers are operating on a month-to-month basis so

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Unique Jewish Radio Programs

Are You Interested?

Listen to these broadcasts:

Station WMCA
NEW YORK CITY

Sunday 12:15 P. M.

Monday 9:45 P. M.

The Jewish Troubadour
A Bond Bread Program
(through Batten, Barton, Durstine & Osborn)

Sunday 12:30 P. M.

The Jewish Frolics
A Ralston Purina Co. Program
(through Gardner Advertising Co.)

Sunday 1:00 P. M.

Mr. Goldstein and Mr. Bernstein
A Comedy Skit (in English)
Sponsored by Breakstone Bros., Inc.
A Division of "National Dairy."

In preparation:

Program for I. Roekach & Sons, Inc.
Manufacturers of Pure and Kosher
Products.

Program for Horowitz Bros. &
Margareten, bakers of "The
Matzoh with the Taste."

We cooperate with Advertising Agencies
in the preparation of Complete Radio
Programs to reach the Jewish market.

**WMCA's quota of Jewish Programs
almost filled—communicate without delay.**

**Advertisers'
Broadcasting
Company**

A Complete
Radio Program Service

205 EAST 42nd STREET
New York City
Vanderbilt 3-5824

BREEDER'S GAZETTE
 ANNOUNCES
 THE PURCHASE OF
 DAIRY TRIBUNE

EFFECTIVE WITH THE JANUARY ISSUE
 THESE MERGED PUBLICATIONS WILL
 APPEAR UNDER THE NAME OF

"BREEDER'S GAZETTE"
 AND
DAIRY TRIBUNE"

225,000
 LIVESTOCK AND
 DAIRY FARMERS
 A.B.C.
 @ \$1.50 PER LINE

MILLINE
RATE LOWERED
FROM \$8.00 TO \$6.67

EDITORIAL CHARACTER, MECHANICAL
 MAKE-UP AND 728 LINE PAGE SIZE OF
 BREEDER'S GAZETTE WILL BE
 MAINTAINED

SAMUEL R. GUARD, EDITOR
 MID-LAND PRESS, SPENCER, IND.

WALTER L. MILLER, PUBLISHER
 UNION STOCK YARDS, CHICAGO

— REPRESENTATIVES —
 J. C. BILLINGSLEA COMPANY
 123 WEST MADISON ST., CHICAGO
 A. H. BILLINGSLEA
 101 PARK AVE., NEW YORK

far as their actual space advertising is concerned. This new system keeps the agency representatives and creative staff on a dangerous edge continually, and does away with harmonious working conditions. It has destroyed to a great degree that co-operative spirit between agent and client so necessary for the planning and creation of successful advertising.

"With this monthly appraisal, the advertiser is constantly checking up on the agency's service. For example, so minutely interested have some clients become in the efficiency of their agency service during these days that one of our clients keeps a Doomsday Book. There are two other agencies, besides us, who serve this client.

"When either one of three agents makes what the client considers a mistake, it is jotted down in the Doomsday Book as a black mark against the agency's ability to service the account. And what's jotted down will give you a fair idea of how determined some clients are to see that they get the ultimate in agency service.

"Here are some samples of what goes into the Doomsday Book: Failure of the officers of the agency to call on the client at least once a week; a piece of copy which does not meet with the unanimous approval of four different executives; any dispute over mechanical or art bills; poor position of any advertisement in newspaper or magazine; the slightest mistake in proof-reading or punctuation; and finally, any attempt by an art director not to display prominently the company's name slug in every advertisement.

"The superb irony of this Doomsday Book client situation is that today his reduced space expenditures on his various products are not enough to permit one agency, let alone three, to make a fair profit!"

[A second article to appear in an early issue will discuss how the "depression attitude" of clients has affected the status of agency executives within their own organizations.]

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To Supervise Canada Dry Sales on Pacific Coast

Effective January 1, 1932, W. R. Bliss, formerly general sales manager of Canada Dry Ginger Ale, Inc., New York, will take over active supervision of sales and distribution of Canada Dry on the Pacific Coast, which has heretofore been handled by Canada Dry Western Sales, Inc., under the supervision of C. E. Van Landingham, president. Mr. Van Landingham is being retained in an advisory capacity and will devote a substantial part of his time to Canada Dry affairs. He will continue also as president of The Van Landingham Company, which handles sales and distribution of nationally advertised food products.

H. L. Bird Joins Ollendorf Agency

Harry L. Bird, formerly with the Millis Advertising Company, Indianapolis, has joined the C. J. Ollendorf Company, Chicago advertising agency, in a copy and contact capacity.

E. W. Porter with Gale &
Pietsch

Earle W. Porter, formerly vice-president of the Porter-Eastman Company, Chicago, has joined Gale & Pietsch, Inc., advertising agency of that city.

Death of M. F. Aronhime

Morris F. Aronhime, formerly business manager of the Louisville *Herald-Post*, who had been recuperating from an illness, died suddenly at Louisville, Ky., last week when he suffered an attack while calling on Guy W. Beardley, general manager of the *Herald-Post*. Mr. Aronhime was also formerly with the Louisville *Courier-Journal and Times*. In 1923 he was elected vice-president for Kentucky of the Association of Newspaper Advertising Executives and three years later became a member of the advisory council of that body.

Canadian Agencies Merge

The business of the Winnipeg office of Crawford Harris, Ltd., advertising agency, has been merged with that of its affiliated company, J. J. Gibbons, Ltd., and will be carried on by the Gibbons branch office.

Gladioli Account to Rankin

The A. E. Kundert Company, Goshen, Ind., grower of gladioli, has appointed the Chicago office of the Wm. H. Rankin Company, advertising agency, to direct its advertising account.

Appoints Carter Agency

The National Silk Dyeing Company, New York, has appointed The Carter Advertising Agency, Inc., of that city, to direct its advertising account.

H A Z A R D

Advertising Corporation



An advertisement for our client
SCOTT & WILLIAMS INCORPORATED

TWO NINETY-FIVE MADISON AVENUE, NEW YORK



IF you have goods from foreign shores, they may be sold to a wide market of women buyers who are now planning the

HOLIDAY BAZAARS

which are held at this season in Y. W. C. A.'s throughout the country.

Soon they will be eagerly seeking unusual and distinctive gifts for their families and friends. You can help them in their holiday shopping. Let the

WOMANS PRESS

the national official magazine of the Y. W. C. A.'s carry your Christmas message to this wide audience of women readers, who are anxiously awaiting the Foreign issue for December.

THE WOMANS PRESS

*For Complete Information
Write or Telephone*

DOROTHY PUTNEY,
Advertising Manager

600 Lexington Avenue,
New York, N. Y. PLaza 3-4700

Should Space Salesmen Reveal Advertisers' Plans?

DANIELSON & SON
PROVIDENCE, R. I.

Editor of PRINTERS' INK:

In the course of buying advertising space in behalf of one client or another, it is my conception of what might be called the ethics of the case to expect a publisher to reveal upon request the history of a competitor's expenditure for advertising up to date in his medium, inasmuch as such information can be assembled by one means or another.

My attitude is that as a buyer of space I am not entitled to be told as to a competitor's future plans, yet every now and then a publisher's representative confidentially or otherwise, presumes to tell me that a client's important competitor has just made such and such a purchase in his medium.

To begin with, I know automatically that a representative who furnishes me with such information stands to do likewise with the space buyer of the competitive product.

The whole thing in my mind savors of putting advertising lineage on the auction block, which is not, in my opinion, where it belongs.

Has this subject been reviewed at one time or another in your columns? If so, will you please refer me to articles which have appeared in order that I may review them from bound volumes in our library?

GEO. W. DANIELSON,
President.

THREE is only one answer, obviously, to the question raised by Mr. Danielson. He has summed it up in his letter. His reasoning closely follows what was said in two discussions of the subject which have appeared in PRINTERS' INK: "The Space Seller's Obligations to His Clients," March 25, 1920, and "Fifty-seven Varieties of Space Sellers," December 23, 1920.

Publishers deal in confidence as well as in space selling. That confidence particularly concerns new developments of an advertiser. It is the rare exception where publishing policy does not hold that an advertiser's future plans are confidential information, not to be used to influence the business of competitive firms.

Many advertisers and advertising agencies keep detailed records of the advertising activities of clients' competition and one of many

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sources from which such information can be obtained is a file of a publication's past issues. Such information is not secret and, in giving it, a publisher or his representative merely serves the convenience of advertisers or prospects who request it.

When confidence is violated, space salesmen are not always alone in their guilt. Determined inquisitiveness of a customer often puts a space salesman on the defensive. If he weakens, and divulges plans, the customer is an accessory to the fact in committing an unethical practice. The cry of "gossip" cannot be laid at the space salesman's door only.

It takes resistance not to talk about an advertiser's plans for these can be a great stimulus in moving competitors to greater effort. A salesman who calls on one prospect and learns that schedules are to be cut, naturally is inclined to reach for any tool to meet this objection. He may have to bite his tongue to keep from revealing that a competing advertiser has doubled his appropriation. He knows that many advertisers often are influenced to some extent by what a competitor does.

Such a situation opens up one of the easiest ways of selling. If ethics are sacrificed to immediate opportunity, the salesman's publication may have to pay a heavy price in the loss of good-will. He can indulge in no act that is unfriendly to the interest of an advertiser without having to pay a penalty.

But just as there are occasions when a salesman can hurt an advertiser by talking about his plans, there also are occasions when he can do the advertiser a service by making information known. An advertiser may be subjected to rumors that he is cutting down his appropriation or that his sales are falling off. Under such circumstances it would be good ethics as well as a service to that particular advertiser and advertising in general for the salesman to state that, to the best of his knowledge, this advertiser is going right ahead with the use of his publication without curtailment.—[Ed. PRINTERS' INK.]

of course you know

that NEWARK (New Jersey) should be included in every manufacturer's and merchant's plans to sell the country's largest market. You know, too, that the NEWARK EVENING NEWS is the only paper that completely covers Northern New Jersey—an important part of this market—and, naturally, it should be included in any advertising schedules placed in this metropolitan area.

Of course, you know, also, that the NEWARK EVENING NEWS has a larger daily A.B.C. circulation in metropolitan Newark than any other newspaper published or sold in this territory; in fact, more than the daily circulations of all the New York City publications combined. With ONE medium affording such complete coverage, the cost of effectively selling the great, growing Newark Market is small.

Newark Evening News

EUGENE W. FARRELL
Business and Advertising Mgr.
215-221 Market Street
Newark, New Jersey

O'MARA & ORMSBEE, INC.
General Representatives
New York Chicago Detroit
Los Angeles San Francisco

1932 Refrigeration Directory

**Complete Buyers' Guide
of a fast-moving industry**

Listing all manufacturers of refrigeration equipment, parts, supplies and materials, also production and service tools, related and companion merchandise, etc. Complete distribution to executives, engineers, dealers, etc.

Go after business where business is!

Write today for details.

Business News Publishing Co.

Publisher of

**Electric Refrigeration News
Refrigerated Food News**

550 Maccabees Bldg. Detroit, Mich.

copy

talks. Type talks. Talking against each other they make a noisy jargon. In harmony, they become a duet climbing the range like a piccolo to reach the high note of sales. Many of our friends call us "harmonizers of type."

**LOUISA. LEPIS, INC.
Fine Typography**



**228 E. 45th St., New York
Vanderbilt 3-8874**

Buys "The California Grower"

The California Grower, published by the California Vineyardists' Association in San Francisco since 1919, has been purchased and is now being published by H. F. Stoll, editor of the publication since its establishment.

I. E. DeJernett Starts Own Business

Ira E. DeJernett has started an advertising agency business at Dallas, Tex., under his own name with offices at 919 Santa Fe Building. He formerly was advertising manager of the Employers Casualty Company.

B. E. Klank Advanced by Clarion Radio

B. E. Klank, formerly director of publicity, has been appointed advertising and sales promotion manager of the Transformer Corporation of America, Chicago, manufacturer of Clarion radios.

Alma Mater Honors Robert Tinsman

Robert Tinsman, president of the Federal Advertising Agency, Inc., New York, has been elected a life member of the board of trustees of Lafayette College, from which he graduated in 1901.

Bucyrus Assigns Itself a Task

The City Council of Bucyrus, Ohio, has passed an ordinance prohibiting the distribution of bills, posters or other matter advertising out-of-town products. The measure provides that a \$25 fee must be paid for each distribution, violators to be fined \$25 to \$100. Newspapers are not affected by the ordinance.

To Represent Paint Publications

The Oil, Paint and Drug Reporter and *The Painters Magazine*, both of New York, have appointed Martin & Plume, publishers' representatives, Chicago, as their Chicago advertising representatives.

General Outdoor Moves Headquarters to Chicago

The General Outdoor Advertising Company, Inc., has moved its headquarters from New York to Chicago, where it will be located at Harrison & Loomis Streets.

Death of H. E. Baldwin

Horace E. Baldwin, national advertising manager of the Joliet, Ill., *Herald-News* and a veteran of fifty-five years of service in newspaper advertising work, died at Joliet last week. He was seventy-eight years old.

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J. McHugh Stuart Joins Erwin, Wasey

John McHugh Stuart, recently director of publicity of Roosevelt Field, the Fokker Aircraft Corporation of America and the General Aviation Corporation, Inc., New York advertising agency.

Appoints Howland and Howland

The Vandergrift, Pa., *News* has appointed Howland and Howland, Inc., publishers' representative, as its representative. A. W. Howland has been elected vice-president of the Vandergrift *News*.

Haire Publishing Company Has Pittsburgh Office

The Haire Publishing Company, New York, has opened an office at Pittsburgh, located at 121 Bon Vue Street, N. S. Jules A. Schwertz, formerly of the New York office, is in charge.

Join Art Process Displays

Murray Singer and Raphael C. Brewster have been added to the executive staff of Art Process Displays, Inc., New York. Mr. Singer will act as manager of the exhibits department and Mr. Brewster as sales manager.

D. L. Lockhart with "Modern Living"

Douglas L. Lockhart, for the last five years with *Physical Culture*, New York, has joined the staff of *Modern Living*, also of that city.

With Corpus Christi Paper

Conway Craig, formerly sales manager of the Southwestern Engraving Company, San Antonio, Texas, has been appointed business manager of the Corpus Christi *Caller-Times*.

T. E. Chilcott Leaves Westinghouse

Theodore E. Chilcott has resigned as New England advertising manager of the Westinghouse Electric & Manufacturing Company, Boston.

Has Piston Ring Account

The American Hammered-Piston Ring Company, Baltimore, has appointed The Aitkin-Kynett Company, Philadelphia advertising agency, to direct its advertising account.

Appoints Hamilton-De Lisser

The Latrobe, Pa., *Evening Bulletin* has appointed Hamilton-De Lisser, Inc., publishers' representative, as its national advertising representative.

"... by sheer force of thoroughness and logic, should be of great help to any advertiser!"—*Printers' Ink*.

The Advertising Appropriation

By
A. E. HAASE

Managing
Director, Association
of National Advertisers

NOW, for the first time in any book, find here answers to THE most pressing problem of every advertiser and every agency: How much shall we spend, and how shall we spend it? Full details also about expenditure to win particular markets and meet competition, budgeting the appropriation, organizing the advertising department, choosing and using the agency, keeping records, etc.

"A valuable piece of work, particularly for the advertising sales and distribution manager."—Lee H. Bristol, Bristol-Meyers Co., President, Ass'n of National Advertisers.

"Thorough and accurate. A good and long-needed book."—Bernard Lichtenberg, V.-P., Alexander Hamilton Institute.

\$3.50



FREE EXAMINATION Order Form

HARPER & BROTHERS,
49 E. 33rd St., New York.

Send me a copy of *The Advertising Appropriation*—\$3.50.

I will remit \$3.50 in 10 days or return book.

Check is enclosed. Send C.O.D.

Name.....

Street.....

City & State.....

Business Connection.....

(Please fill in)

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: Ashland 4-6500. President and secretary, J. I. ROMER, Vice-President, R. W. LAWRENCE, Treasurer, DAVID MARCUS, Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 6 North Michigan Avenue, GOVE COMPTON, Manager.

Atlanta Office: 87 Walton Street, GRO. M. KOHN, Manager.

St. Louis Office: 915 Olive Street, A. D. MCKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager, San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy, Canada \$4 plus duty \$2.60 a year. Foreign \$5 a year. Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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NEW YORK, NOVEMBER 5, 1931

**Don't
Bother the
Pilot**

Unwarranted intrusion annoys and antagonizes. There is too much of it on the part of those who feel that any proposition they might have can be explained to a chief executive only.

The worst offenders are men who, by experience and position, should know better than to worm or force their way into a president's office. Pretense, claims of friendship or old acquaintance, cards of introduction from close mutual friends, these are but a few of the means used to get an interview. And after the interview, what? The business head finds that an attempt is being made to get him to influence the judgment of his carefully chosen lieutenants.

It seldom penetrates the minds of some that going over the heads

Give the heads
of business more
time to manage
their businesses.

of departments is an insult to the man who chose these executives. It never seems to dawn on some selling strategists that their cause is weakened when they use push or pull instead of presenting their case through organized channels. They don't stop to think that the head of a business might resent inferences which question the confidence or ability of the staff he has organized.

These are days when the captains of business need and want to conserve their energy and their time to the big problems of getting and holding business. Their responsibility is to keep things going and so avoid wage cuts or lay-offs. No problem should be dragged to them which they have decided is in the province of an assistant.

Let's have less besieging of the heads of businesses. Let's have less of it for the good of all business.

**Facts
Against
Hopes**

Requests from various organizations for a Supreme Economic Council to devise plans for controlling the complex mechanism of modern business increase in number and volume.

When a plan for one industry is suggested, such as the Swope plan, one can only hope that it will be tried out under Government sanction to see how it works.

These other plans, which attempt to prescribe for all business, are birds of a different feather. Facts should be weighed against mere hopes.

What has happened, for example, to the great super-bank, called The Bank for International Settlements, which was set up at Berne to stabilize currencies, and speed the flow of credit?

England's departure from the gold standard has not only resulted in severe losses to those central banks that participate in the super-bank, but has also taken away much of that bank's usefulness.

This experience has demonstrated that a mere desire for co-operation and organization cannot

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cure fundamental and individual weaknesses.

To come into our own back yard, consider the railroads, their plea for a freight rate increase, and the suggestion to set up a loan pool. Their action testifies to the pressing nature of their present emergency. We have had forty-four years of railroad regulation.

The recapture feature of the 1920 transportation act has never been enforced due to litigation which has not yet decided its legality, but it is a constant threat.

The old stock watering which nearly drowned the New Haven and the Erie was an evil which comes now to muddle further a bad situation.

Rate regulation by a body which compares in effect to a Supreme Council has failed badly.

With such facts in mind, it is well for organizations and individuals to think twice before demanding a similar Supreme Council for all business.

A strengthening of trade associations, more careful planning on the part of such associations and the individuals in them to prevent a recurrence of anarchistic production and too little attention to the consumption capacity of the market, appears a better solution.

Legislative encroachments have proved their capacity to destroy earning power in the case of our railroads.

The great super-bank of Berne hasn't been such a howling success. Such facts are worth while balancing against the hopes of a super regulation of industry by a council of master minds.

Cross Reference Copy Gets

Results A twelve-week campaign planned by an advertiser was called off at the end of the sixth week. This was done because the campaign completely exhausted stocks. The advertiser is so conservative that he won't permit mention of his name here.

The principal strong point of his advertising plan was the consideration that if a raw material manufacturer is to get buyers, he must

get buyers for his buyers. He advertised his goods in business papers and there he also advertised the buyers who used his product as a raw material.

In magazine advertising to consumers, he advertised his buyers, and further, the department stores that handled the models illustrated. He did the same in newspaper rotogravure advertising. Thus he advertised every factor down the line, from raw material to retail distributor. The secret of the campaign's success, if it can be described as a secret, was a plan of cross reference.

Business-paper advertising featured each time, the name of a buyer of the raw material and illustrated a model of this buyer's finished products. This brought the product to the attention of department store buyers. Consumer copy featured the style creation and then told the name of one department store which was handling this finished product.

Move the goods of your customers and you move your own goods as a matter of course. This was the fundamental idea underlying this campaign. Sales result was the immediate goal. Prestige was sought only as a by-product of the campaign. If the advertiser gave, he also got. His plan brought him the prestige of the names of well-known concerns in the trade. It created business for these concerns, made them better customers and accelerated the clearance of stocks which were moving slowly.

Closed Convention Sessions

The announcement by the Associated Grocery Manufacturers of America that the organization's convention this year will be made up entirely of closed sessions from which all but members will be excluded is in line with a trend in association convention procedure.

It is only natural that as conventions get on a more business-like basis closed sessions should be sought. The old-fashioned convention program, made up of ninetenths inspirational oratory and

one-tenth committee reports, did not inspire frank discussion of important subjects. Such a program always fostered discussions in hotel rooms after hours with the result that the real work of many associations was seldom done on the convention floor.

During the last two years, however, oratory has been cut to a minimum and a number of associations have made every effort to have the convention floor a place where the vexing problems of an industry may be threshed out frankly. Frank discussion is not fostered by the presence of visitors and therefore it is natural that visitors should be excluded.

The only possible drawback in this type of session is that it will not attract the publicity seeking speaker. In most cases, however, this will be a blessing. There is, of course, likely to be some resentment on the part of the business press, which will feel that it is being excluded from discussions of vital importance to its editorial policy. The press should realize if it is awake to its responsibilities it already is thoroughly informed as to the issues to be discussed and that after all, no matter how carefully the proceedings of closed sessions may be guarded, there are always ways and means of finding out what was discussed and the conclusions reached.

*The
Ubiquitous
Guarantee*

Periodically it gathers strength and again presents itself as a problem loaded with dynamite.

That these comebacks should develop simultaneously with periods of slackened business is quite natural. The guarantee is the refuge of the desperate merchandiser; it beckons as a haven to the harried business man who finds sales elusive.

In several industries there are rumors of impending developments in the way of bigger, better and more bombastic guarantees. For example, *Automotive Industries* points out that the guarantee seems about to stage something of a

comeback in the automobile field. "Once started," this publication clearly points out, "there is no telling where competition of this particular kind would end. One warranty would lead to another—and still on to another. It always does. Here's hoping nobody starts selling guarantees in 1931!"

Nor is this competition for more liberal guarantees the sole evil that crops up when the guarantee receives undue merchandising attention. Equally harmful is the fact that even present-day guarantees are prolific breeders of ill-will because they are so ineptly administered by retailers. Broaden the guarantee and maladministration at the retail end becomes more pronounced.

There has always existed a broad chasm between the formulation of a guarantee and actual performance of its terms. Buyers who have been led to believe, by beautifully printed guarantees, that the earth itself would be moved to assure satisfaction, have all too frequently found, after the purchase was made, that the guarantee, after all, was merely another scrap of paper.

The manufacturer who drew up the terms of the guarantee may have had the best intentions in the world. But because these intentions have not always been translated into actual performance in the retail store, the guarantee, in many, many instances, has bred distrust and disfavor.

Make the guarantee more liberal, lead the buyer to expect still more, and the gap between the terms of the guarantee and its actual functioning on the retail firing line is widened just that much more. And the wider the gap, the more the ill-will that must inevitably result from promises unperformed.

So on these two counts—the futility of selling guarantees instead of merchandise, and the increased ill-will potential—we join with *Automotive Industries* in warning against the guarantee as a merchandising factor. In truth, the guarantee is a merchandising child that should perhaps be seen, but seldom heard.

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Stevens

THE PASSING OF BRUTE FORCE!

Mere reliance on heavy-weight advertising appropriations has been too common. (Which doesn't alter the fact that many advertising appropriations in the past year have been cut to the danger point.)

Most of our clients are leaders in their fields. But we never feel that their large appropriations permit light thinking. Fortunately most of them advertise in fields where competition is especially keen and intelligent. Their advertising has to work hard—and all over.

We would like to show a few advertisers just what we mean by advertising that works hard and all over. So here is our name and address:

THE BLACKMAN CO.

Advertising • 122 East 42nd Street, New York, N. Y.
Magazine Newspaper Outdoor Street Car Radio

Advertising Club News

How Depression Affects Impression

"The depression seems to have had a definite effect upon 'impression' in advertising layout," John Jennings, of Grauman-Jennings Studios, declared in a recent talk before members of the Matrix Club of Chicago. "Campaigns that were founded upon elaborate and prestige-building backgrounds of modernism are turning back to very sound reason-why and get-in-the-coupon appeals. The layout man hears less and less of 'make it modern if you wish' and a great deal more of 'let's be sure to get the caption over.'

"The modern trend in all the arts," he noted, however, "has opened a new field in the arranging of advertising and the application of the art of impression has done happily away with many of the old inhibitions that saddled the graphic side of advertising. For one thing, it has brought an interesting influence in the use of type faces, so that the layout man now builds not only around formal gray panels of type composition, but also builds forceful lines of design with the type itself."

* * *

Error Demonstrated

In an address before the Pennsylvania Real Estate Association, at its annual convention at Skytop, Pa., William H. Wilson, of Philadelphia, criticized the skepticism of brokers who hold a doubtful view of advertising. "Advertising if continuous and consistent, is the most productive means of increasing business," he stated. "There are some brokers who believe that advertising is unnecessary and needlessly expensive, and I agree with them—if they are referring to spasmodic advertising. I know they are wrong as to continuous and consistent advertising because their error has been demonstrated."

* * *

Minneapolis Club Holds Agency Day

"Advertising Agencies Day" was observed by the Advertising Club of Minneapolis last week with Joseph MacGahern, Erwin, Wasey & Company, as chairman. The speakers included Robert Foulke, Mitchell Advertising Agency; John Bridge, Dollenmayer Advertising Agency; Charles Brown, Olmstead-Hewitt, Inc., and Robert Pendergast, Erwin, Wasey & Company.

* * *

Elected Vice-Presidents of Tenth District

A. M. Cohen, advertising director of the Houston, Texas, *Post-Dispatch*, and W. W. Watson, advertising director of the Beaumont, Texas, *Enterprise*, were elected vice-presidents of the Tenth District of the Advertising Federation of America at its annual convention held recently at San Antonio.

Again Sponsors One-Day Sales Executives' Conference

The St. Louis Chamber of Commerce Sales Managers Bureau will conduct its annual One Day Sales Executives Conference on November 20 at the Hotel Jefferson. The central theme will be "Selling Under the New Economic Conditions."

Speakers will include: Dr. Leverett S. Lyon, of Brookings Institute, Washington, D. C., economist and author; W. L. Roy, general sales manager, Amity Leather Products Co., West Bend, Wis.; Allyn McIntire, vice-president, Pepperell Mfg. Co., Boston; and E. W. Stiner, western field counselor, Bigelow, Kent, Willard Co., Boston.

Charles F. Kettering, vice-president of the General Motors Corporation, Detroit, will be the feature speaker of the Conference luncheon.

The 1930 Conference had an all-day registration of 843, a 20 per cent increase over the previous year.

The St. Louis Chamber of Commerce cordially welcomes the attendance of all interested business executives of manufacturing and wholesaling firms.

* * *

Again Heads Los Angeles Newspaper Group

Gordon G. Hair, publisher of the *Southwest Wave*, has been re-elected president of the Associated District Newspapers of Los Angeles. Elected vice-presidents were: Roger C. Johnson, *Hancock Park Press*; S. C. Merrill, *Lincoln Heights Bulletin*; O. B. Jaynes, *Highland Park News-Herald*; and J. S. Daley, *Westwood Hills News*. Edward A. McGahan, *Southwest Topics*, has been made secretary and Rex W. Wilhite, *Angeles Mesa News*, treasurer.

Seattle Chamber Checks Results of Advertising

The Chamber of Commerce of Seattle reports that it has checked definite results from its 1931 national advertising campaign with postal cards sent out by the publicity committee. One thousand postals were sent to a list of names taken from those who had responded to the advertising with requests for literature. Out of 184 replies so far received, 100 stated that the senders had visited Seattle during last summer, forty-four said they plan to visit that city in 1932 and eight expect to do so in a year or two.

Death of E. J. Heywood

Edwin Jerome Heywood, sales manager of the C. C. Stockford Advertising Agency, Toledo, died at that city last week at the age of sixty-one. Mr. Heywood was for nine years advertising manager of the Peruna Drug Company, Columbus, Ohio.

The Cat and the Fiddle

JUST what connection the high leap of the cow had with either a cat or a fiddle has never been satisfactorily explained by students of Mother Goose.

Many a time real action on the part of big business executives comes from obscure causes. Something a man has read somewhere, a fleeting impression from a printed page of advertising; an idea, its genesis entirely forgotten, cause important action months later.

Especially true is this fact in the placing of advertising appropriations.

A big account suddenly changes hands, a large na-

tional advertiser adds a new medium to his list, adopts a new policy, and the wonder is great. A cow has jumped over the moon!

Usually somewhere in the background there is an intelligent, patient gray cat who, for a long time has been playing a tune on a fiddle. A simple tune, if it is heard by the right people, often enough leads to much action. *The right people are often hard to reach but the job can be done.*

A fine place to keep playing a tune of markets and mediums where it is sure to reach the right people is in the pages of

PRINTERS' INK PUBLICATIONS

The Little Schoolmaster's Classroom

"SOME Hither and Yons" is the title of a booklet which, of all things, advertises heat—boilers, pipes, radiators, and such things. The title of the booklet is not a whit more unusual than the booklet itself.



Here is an effort—a successful effort—to humanize heat. There's a story back of it and the Schoolmaster is going to tell it to the Class just about as it was told to him.

The Burnham Boiler Corporation is the publisher of the booklet. This company, appreciating the ever-increasing buying influence and direct purchasing power of women, deliberately set about to humanize heat, so that their salutary influence might be secured. The Burnham Boilers were dolled up. The fat, pudgy radiators were slenderized. And then a booklet was distributed called "Letters To and Fro." This was a human booklet, done in a human way, by human humans.

Then came "Some Hither and Yons." This booklet runs to sixty-eight pages, not including the covers. Its format is pleasing. Plenty of white space; plenty of illustrations (such as the one reproduced here which illustrates what happens when air gets into radiators), not too much text on any page, and, above all, both il-

lustrations and text are humanized. For example, such a technical subject, and one calculated to make even a mechanically inclined woman shudder, as the construction of a boiler interior is handled in this delightful fashion:

That a long fire travel makes a short coal bill, not even you can deny.

It makes it short, because the longer it is, the more heat it grabs out of the hot gases on their way to the chimney.

Without getting into the bore-some technicalities of boiler construction, lengthening the fire travel, is just about the same as being given ten minutes to pick a quart of cherries, and then twenty minutes more being granted, and you easily pick three quarts.

Having a surprisingly long fire travel, as these boilers do, makes an agreeably short coal bill for you.

There are then some A B C drawings and the accompanying text is equally elementary.

The entire booklet is a splendid example of giving sparkle to a deadly and prosaic subject. The Schoolmaster recommends it as a piece of instructive reading.

* * *

When the Childs Company opened a new restaurant in Pittsburgh it assuaged to some extent the feelings of residents, irritated by many derogatory wisecracks about the so-called Smoky City, by making a definite appeal to the pride of the Pittsburghers. The new unit, known as Childs' Hall of Fame, was constructed entirely by Pittsburgh architects and contractors and is manned solely by local help. Foods and sundry supplies are all furnished by local concerns. The announcements of the opening of the new restaurant, using full pages in the rotogravure sections of Sunday papers as well as large space in the daily editions, pointed proudly to this feature of local operation.

Further to appeal to the local patriotism of the Pittsburghers, the company has made use of a guest book carrying the signatures

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NOW IS THE TIME TO ORDER YOUR

Genuine Engraved Greeting Cards

YOUR CARD MAY WIN HANDSOME TROPHY

BE foresighted! Order your firm's Genuine Engraved Christmas Cards *now*, while advance delivery is assured. Avoid the disappointment that often comes with a last-minute rush job.

A concern's holiday greeting can mean much—or nothing. A distinguished message of respect and appreciation builds good-will. It inspires the cordial relationship that leads to future profits. A shoddy, makeshift card represents only wasted money and wasted opportunity.

Make your Christmas card as *genuine* as the sentiment! Insist upon Genuine Engraving, the time-honored art that truly interprets the Christmas spirit. And enter your firm's card in the contest described at the right, to be eligible for one of the twelve valuable awards.



This \$100.00 Parker DeLuxe Desk Set, first prize in each of the four divisions of Genuine Engraving, will make an impressive addition to your office. Bronze finish, adjustable lamp; convertible pen and pencil, may be carried in pocket; five concealed trays. Stands about 12 inches high; base 15½ by 9¾ inches.

12 VALUABLE AWARDS

You may enter any or all of the contests: Genuine Engraved Greeting Cards, Letterheads, Business Cards or Business Announcements. Ask your E. S. M. A. engraver or his agent for free entry blank and award rules. Contest closes December 31, 1931. For list of E. S. M. A. members in your city write Engraved Stationery Manufacturers Association, 250 W. 57th St., New York City.

THE MARK OF ENGRAVING



MEANS GENUINE QUALITY

Advertising Assistant

Leading New York manufacturer has opening for young man (under 30) to assist busy advertising executive. Must know fundamentals of advertising procedure and have knowledge of mechanical details, printing methods and production of direct-mail material. A splendid opportunity with an organization that is steadily moving forward.

Write in complete detail, giving age, education, previous experience and salary desired.

Address "B," Box 255
Printers' Ink

WANT TO SELL A FOOD PRODUCT IN N.Y.C.?

If you are a food manufacturer and want to enter the New York Metropolitan Market or increase your present sales therein, we can operate for you effectively.

We are specialists in selling food products in New York City—doing one thing and doing it well. Wide and close association with retailers, jobbers and chains. Thorough knowledge of the market. A record of proven results. Personal producers, quick, cooperative and alert. Commission basis. References. Write "D," Box 256, Printers' Ink.

of prominent local figures who have dined there. This book is displayed permanently in the window, except when it is removed to add another well-known Pittsburgh name to the roster. The guest book idea has worked out so well that the company plans to use it in connection with one of its New York restaurants so that New Yorkers may be aware of the atmosphere of fame in which they may dine.

* * *

A breach of advertising etiquette, caused by the careless handling of a mailing list, has been called to the Schoolmaster's attention by a young friend of his who recently applied for a charge account with a large department store in a Western city. The Schoolmaster's friend was engaged in the cruise business and, perhaps because of the uncertainty of his future address, the store saw fit to refuse his request and wrote him briefly to that effect. In the following mail, however, such was its glee over adding another name to its mailing list, the store sent him a piece of advertising on the cover of which was printed boldly, "We invite charge accounts." Being somewhat hasty of temper the Schoolmaster's friend returned the advertisement with a scribbled note upon its face, which the Schoolmaster would not for worlds pass on to this chaste and virtuous Class.

* * *

Perhaps the Schoolmaster ought to suggest from time to time some outside reading to members of the Classroom who wish to go beyond the limits of our Classroom discussion. Here, for example, is a list of eight books and articles which have been selected by professors of New York University as being those which, in their opinion, contain the "material that should be read by people interested in reform of the industrial order:

"Britain's Industrial Future," a report of the Liberal Party, 1926; "The Way Out," Norman Thomas; "A Way of Order for Bituminous Coal," by Hamilton and Wright; "The Tragedy of Waste," by Stuart

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Chase; "Business Adrift," by Dean Donham; the article released to the press by Gerard Swope; "New Russia's Primer," by M. Ilin, and "the report of the Committee on Finance and Industry," commonly called the "MacMillan Report" made at the request of the King of England on July 4, of this year.

* * *

Sometimes the Schoolmaster wonders why the sales manager doesn't once in a while send out to his men the story of the biggest sale made that month—in human-interest form. Take a clock manufacturer, for example, who might want to inspire his men who found that their retailers were pretty well stocked up. His big buyer would be an easy one to discover.

A British publication told how King George had recently bought another clock, which made him the proud possessor of 9,965. Windsor Castle all by itself has 360, while Buckingham Palace has no less than 170. There must be other mass buyers in every line of indus-

try and once in a while it would encourage the salesmen to know something about these buyers.

* * *

Philco, whose sales have been going ahead consistently during the last two years and whose quota for 1931-32, the company hopes, will include 50 per cent of the industry's business, is holding an unusual sales contest.

The Schoolmaster presents it as an example of an alert, aggressive company's method of spurring men to go out for the business which the company's past experience and judgment show exists if everyone works to get it.

This contest is a "reverse English" affair. For the Philco representative with the poorest sales showing for the year automatically is the winner of the contest—and loses his job.

However—and this is the point which takes the terror from the plan—should the least productive salesman be over his quota, the "contest" is canceled. Because that would mean that the entire organ-



These attractive binders sell at cost. The Weekly, \$1.25 postpaid, holds seven to nine copies; the Monthly, \$2.00, holds six copies.

Valuable Files . . . of Sales and Advertising Data

THESE files are maintained by thousands of manufacturers and advertising agencies who have purchased to date 12,044 binders to keep in an orderly manner their copies of PRINTERS' INK WEEKLY and PRINTERS' INK MONTHLY as they come in.

When you want to refer to a certain issue, it can be easily found; no confusion or a mass of loose copies to go through. Sales and advertising information at your finger-tips.

PRINTERS' INK PUBLICATIONS

185 Madison Avenue, New York

**Reader Interest
Founded on
Merchandising Ideas**

The American Lumberman is read by foremost lumber and building material dealers everywhere because of the practical sales-creating ideas and helpful merchandising information it contains. Have you seen a copy lately?

American Lumberman

Est. 1873 CHICAGO A.B.C.

A DRASTIC reorganization will soon force us to release our Credit Manager and others.

I have watched this man work and produce remarkable results in these most trying times. He came to us from a position as Sales Manager, with previous experience in credit work and accounting.

He has my endorsement and is well qualified for a managerial position. He would consider Credit and Sales Management where there is a genuine opportunity. His age is thirty-seven, married, well educated and a Christian. New York location. Principals are invited to write. "President" Box 257, Printers' Ink.

Have You a Sales Problem?

If you have an advertising or sales problem, I would like to discuss it with you.

ROLAND COLE

For nine years a member of the Editorial staff of Printers' Ink
370 Lexington Avenue New York

● Sales Promotion Advertising Copy ●
Merchandising Counsel Booklets ●

**One Great Sales Force
Selling Hears Nothing Of**

Yet: "Where the power of logic and argument ends, there it begins. . . . When reason even blanches there does it come and found its empire."

From: "POWERS THAT MOVE MEN TO ACTION."
Mailed Without Charge on Letter-Head Request

ROBERT RUXTON
10 High Street Boston, Mass.

"GIBBONS knows CANADA"

ization was over quota and had done its job well.

* * *

The Schoolmaster was brought up with a start this week in reading of a birthday in Los Angeles—the twentieth birthday of a newspaper, the Los Angeles *Evening Herald*. Of course, there were colored lights and airplanes and a 600 pound birthday cake and all that sort of thing but the Schoolmaster couldn't help ruminating for a minute on what that newspaper had seen happen in Los Angeles during its twenty years, and how important it is for all of us who are interested in such things as sales quotas, markets and coverage.

When this husky newspaper was born, Los Angeles County showed up on sales maps in the East and Middle West with a pin of color denoting a little more than a half million consumers. Today Los Angeles County boasts 2,208,492, according to the last census.

Buying habits, style, and the latest fashion in radio announcers are not the only things that change and shift in this great national market. Those who live in stable, well-established cities in New England or the Middle West must not overlook the fact that population figures change too—and change pretty rapidly.

In a brief span of years we saw Detroit jump from a little border city to one of the country's leading industrial centers and the sales figures in the books of many corporations haven't caught up with it yet. This very sort of thing is going on constantly in greater or less degree. And such growth soon goes beyond the limitations of some one industry. While automobiles in Detroit and motion pictures in Los Angeles still may be the leading industries they cannot grow as they have without bringing others with them and the result is great cosmopolitan cities which soon take their place in the front ranks.

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Whitney Furniture to Porter

The W. F. Whitney Company, Inc., South Ashburnham, Mass., has appointed The Porter Corporation, Boston advertising agency, to direct the advertising of its Early American furniture reproductions. Magazine advertising and a dealer co-operative campaign will be used to feature a merchandising policy of group furniture selling.

G. H. Nelson with Richardson-Plant

George H. Nelson, for the last four years Ohio State manager for *The American Weekly*, has joined Richardson-Plant, Inc., Cleveland advertising agency, as vice-president and account executive. Before joining *The American Weekly* he was with *Liberty* and *Collier's*.

Appoints Western Agency

The Majestic Company, Huntington, Ind., building specialties and heating equipment, has appointed the Western Advertising Agency, Racine, Wis., to direct its advertising account. Magazines, business papers and direct mail will be used.

C. H. Dowd with Metal Textile Corporation

Charles H. Dowd, until recently president of the Boston Food Products Company, has been made vice-president in charge of sales of the Metal Textile Corporation.

Lee Andruss with C. W. Muench

Lee Andruss, formerly with John F. Price & Company, Chicago, has joined the C. Wendell Muench Company, advertising agency of that city.

Berry Account to Stanley J. Ehlinger

The Claremore Berry Gardens, Claremore, Okla., has appointed Stanley J. Ehlinger, advertising, of Tulsa, Okla., as advertising counsel.

New Account to Comer Agency

The Crete Mills, Crete, Neb., manufacturer of Victor brand flour, milled food products and livestock feeds, has appointed the Russell C. Comer Advertising Company, Kansas City, Mo., to direct its advertising account.

Westinghouse Appoints H. L. Berno

Harry L. Berno, who has been associated with the Westinghouse Electric & Manufacturing Company for eleven years, has been appointed acting radio sales manager.

Mary Reed Hartson

(In New York Until November 14)

REPRESENTS

Manufacturers
and
Advertising Agencies
on
The Pacific Coast

WHAT?

ANYTHING A WOMAN BUYS

HOW?

Personal Calls
Surveys and Reports
Educational Campaigns
Photography
Copy—Articles
Radio and Lectures
Crew Organizations
Home Tests
Clubs—Schools
Displays
Confidential Reports

WHERE?

San Diego to Seattle
Headquarters: Los Angeles
*P. O. Box 155, Palos Verdes Est. Cal.

COSTS?

\$50 a month on a yearly contract

EXPERIENCE?

15 years with nationally known
and advertised products

DETAILS?

Write or phone
Before November 14

CARE OF PRINTERS' INK

185 Madison Ave.
New York City

*After November 16

Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost seventy-five cents a line for each insertion. No order accepted for less than three dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Trade Paper Wanted—Will buy or merge with small trade paper with possibilities, New York, to reduce overhead. Box 578, P. I.

WANTED—RETOUCHER AND ALL AROUND MAN in exchange for work and small rent. Excellent accounts. Box 573, Printers' Ink.

Publisher will buy small established trade paper in good field. Price and terms must be reasonable. Confidential. Box 577, Printers' Ink.

Advertising Representatives Wanted
Old well established class publication. Leader in its field. For Detroit, Chicago, Ohio, New England and New York areas. Exclusive territories. Commission only. Must have established contacts. Unusual opportunity for publishers' representatives. Box 583, Printers' Ink.

EMPLOYMENT SERVICES

For over thirteen (13) years we have successfully served General Managers, Sales Managers, Advertising Managers, Operating Managers, Comptrollers, Treasurers and other \$5,000.00 to \$50,000.00 men. We can help you, too. This is a NATIONAL INSTITUTION, but we do not discuss our work by correspondence. We want to see the men we accept as clients before offering our services to them. **INDIVIDUAL, CONFIDENTIAL.** Jacob Penn, Inc., 535 Fifth Avenue, cor. 44th Street, New York.

HELP WANTED

Philadelphia Advertising-Printer has interesting position for person experienced in sales promotion. Ability to create helpful, but not essential. Box 571, Printers' Ink.

Advertising Specialty Salesman wanted, eastern territory, travel, commission only. Repeat orders. Side line. Write Box 568, P. I.

ADVERTISING SALESMEN

Experienced solicitors in all principal cities calling on mfrs. for Foreign Trade Promotion. Leads furnished. Strictly comm. basis. State: age, refs. for past three years. Box 567, P. I. Chicago Office.

WANTED man to take complete charge of established trade magazine. Must be able to sell. No large salary, plenty of hard work, but an opportunity to share liberally in profits. Box 586, P. I.

MAN WHO CAN SELL DIRECT ADVERTISING CAMPAIGNS

Boston organization wants man who has demonstrated that he has a real ability to sell Direct Mail Advertising. Box 584, Printers' Ink.

ASSISTANT TO MANAGER SALES PROMOTION large company 125 miles from New York, age 25-30, college graduate, ability to write copy, make simple layouts, supervise department. Sales experience preferred. High grade man wanted for real opportunity in direct mail and sales promotion. Moderate salary. Give full experience. Box 572, Printers' Ink.

MISCELLANEOUS

METROPOLITAN OPERA HOUSE STUDIOS, 4 rooms, penthouse, 2 baths, suitable for semi-business living quarters and office combined in a nationally known building. Inquire Manager, 1425 Broadway, Pennsylvania 6-2634.

POSITIONS WANTED

ARTIST—Good in figures. Ten years' experience, handling all mediums. Able to produce any type of advertising illustration and layout. Out of town if necessary. Box 589, Printers' Ink.

SECRETARY—Newspaper reporter, metropolitan daily past three years, desires secretarial position. Radio, publicity and promotion experience plus stenography. Write Box 588, Printers' Ink.

Young Woman formerly handling promotion for leading national magazine desires Chicago connection with agency or advertising department in any creative or selling capacity. Box 574, P. I. Chicago Office.

Technical Advertising Man—Mechanical Engineer. Age 34. Experienced in complete preparation and writing of engineering equipment for national and foreign distribution. Box 590, P. I.

DO YOU NEED AN ARTIST ON THE PREMISES—ONE THAT CAN DO SNAPPY ROUGHS THAT WILL SELL AND GOOD FINISHED WORK? I want a part-time or free-lance connection with a lithographer, printer, display house or small agency. Six years' experience, litho, silk-screen and advertising illustration. Box 570, Printers' Ink.

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EXPERT STENOGRAPHER—SECRETARY—CORRESPONDENT — Young woman with seven years' experience desires position—a real assistant. Box 585, Printers' Ink.

ADVERTISING—SALES PROMOTION Available, young man, 35, exceptional experience; knows mail sales A to Z—publisher, manufacturer, retailer. Salary secondary. Get my story. Box 579, P. I.

AT \$80 A WEEK, this former Asst. Adv. Manager's copy, production and all-around advertising ability is a buy for any mgfr. or agency. Married. 7 years' advertising experience. Box 581, P. I.

ARTIST—ALL-ROUND. Specializing in photo-retouching. Eighteen years' experience. Foreman several shops. Box 587, Printers' Ink.

POLLY, THE SHOPPER

sells and writes advertising. Will originate or build up a shopping section on a live newspaper, anywhere. Snappy, original and a hard worker. Box 566, P. I.

SPORTS WRITER—BIG PAPERS COAST TO COAST. Four years last job. Managing Editor printed in box on front page: "Undoubtedly the most versatile writer in Connecticut." Clem McCarthy said in his New York column: "He can turn out more copy than ten average reporters." Covered all big sporting events in Metropolitan district. Also former Financial, Real Estate and Business Page Editor. Writer successful House Organs. Box 580, Printers' Ink.

Artist—A1 figure man. 10 years' exp. illustration, layout, litho sketch, dummies. Excellent colorist. 6 years' teaching exp. Have a distinctive W.C. style. Wish to connect with top-notch organization only. Box 582, Printers' Ink.

EXECUTIVE ASSISTANT

Some busy executive in trade paper publishing, in an advertising agency or in a publicity organization needs an assistant who has the experience, judgment and initiative to rid his chief of detail and contacts that prevent him from concentrating on the larger aspects of his job.

I'm now employed and have enjoyed a ten-year editorial management connection with a well-known New York trade paper publisher. Formerly assistant manager of publicity for large tire manufacturer. Several years' executive newspaper experience.

Can we discuss a connection of mutual benefit, without obligation? Box 575, P. I.

GOLF IS TOO REMOTE, leisurely and roundabout—takes too much time and money for what you get. I prefer the greater accessibility, speed and economical directness of handball. Let me bring that atmosphere and spirit into the activities of your enterprise. Plenty of successful managerial, editorial, selling and advertising training and experience. Adaptability and mental alertness tested and proved. No fixed ideas for or against any business or locality or size of town. Not one of these "Mexican jumping beans"—more than 5 years in present connection, more than 6 in preceding one. Minimum \$10,000 per annum. Not less than 60 days notice essential. Box 569, Printers' Ink.

Would You Hire Groucho?

NO, he's not looking for a new job—yet. But he has been "practically" fired. He may ask you for a job when he gets back from Europe.

What happened? He'll tell you about it next week. And Groucho's adventures in Europe during the coming weeks should add to his long list of fans.

**Next week --- and every week
in Printers' Ink, turn to
"What Groucho Says"**

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